

AUSTRALIAN FEDERAL POLICE

Section 1: Agency overview and resources

1.1 STRATEGIC DIRECTION

The Australian Federal Police (AFP) was established by the *Australian Federal Police Act 1979* (the AFP Act) to deliver effective, cooperative policing services to Australia. As the Australian Government's federal law enforcement agency, the AFP represents Australia in international law enforcement and policing environments and is the chief source of advice to the government on policing issues. The diverse range of AFP functions reflects the increasing breadth, depth and complexity of the Australian Government's law enforcement interests and its focus on reducing criminal and security threats to Australia's collective economic and societal interests. At a local level, the AFP provides community policing services to the Australian Capital Territory through a purchasing agreement with the ACT Government and community police services to the Commonwealth territories of Christmas Island, Cocos (Keeling) Islands, Norfolk Island and Jervis Bay.

Consistent with Ministerial Directions, AFP key outcomes in 2009–10 will continue to encompass:

- addressing national security issues, in particular countering the threat of terrorism to the safety and security of Australians
- preventing and investigating organised criminal activity affecting Australia's interests
- countering the threat from high-tech crime, and
- providing assistance to strengthen law and order in the Pacific region and other areas of national interest.

National security and preventing terrorism remain key outcomes for the AFP. The AFP will continue to take the fight against crime offshore and respond to terrorist incidents in cooperation with regional partners. The AFP will also continue to maintain and realise the full capability of law enforcement at airports and in the aviation environment. The provision of high-quality protection services for individuals and interests identified to be at risk by the Commonwealth will also continue. Furthermore, through the implementation of a number of community initiatives, the ongoing AFP National Community Engagement Strategy aims to build social cohesion, harmony and security within all Australian communities in partnership with and complementing the efforts of state and territory police.

During 2009, the AFP will contribute to a counter-terrorism White Paper by developing a defining role within broader Australian Government counter-terrorism policy and response frameworks. The government response to the Clarke Inquiry and reviews by Parliament and the Australian Law Reform Commission on security legislation enacted following 11 September 2001 will refine the AFP's legislative framework for counter-terrorism operations. It will also provide parameters and capability enhancement for AFP interoperability with state and territory police and the Australian intelligence community. A significant element of the Commonwealth's counter-terrorism framework, Commonwealth Anti-terrorism Acts and state and territory equivalents, will be reviewed by the Council of Australia Governments in 2010. This review may involve a fundamental assessment of the operational effectiveness and implications provided by this legislation.

The AFP will continue to deliver a Commonwealth law enforcement response to the incidence of serious organised and complex criminal activity, money laundering, criminal tax offences, identity crime, intellectual property and other financial criminality.

One of the key challenges to law enforcement is the ability of criminals to exploit new technology, particularly in cyberspace. The AFP will continue to increase capacity to address new technology-enabled crimes across all policing functions both domestically and internationally.

An ongoing priority for the AFP in taking the fight against crime offshore is continued cooperation with overseas law enforcement agencies and assistance programs. Funding through the 2009–10 Budget will enable the AFP to help build the capacity of police forces in volatile locations and enhance the capacity of those police forces to combat transnational crime. This will include the deployment of resources to Africa and Pakistan, and the maintenance of deployments and assistance provided through the Jakarta Centre for Law Enforcement Cooperation, the Regional Assistance Mission to Solomon Islands and the United Nations Mission in Sudan, and the Australian contributions to forces in Afghanistan.

As part of a whole-of-government approach, the AFP will also receive new funding to respond to the resurgent threat posed by maritime people smugglers and enable the AFP to investigate and dismantle people smuggling syndicates. This will include enhancing existing Australian-based AFP capability and Indonesian National Police technical capabilities as well as the establishment of new posts in source and transit countries.

The AFP will continue to enhance its core investigative capacity during the second year of a \$191.9m, five-year program to recruit 500 new sworn members. The overarching initiative will enhance the AFP's capacity to tackle organised and transnational crime, particularly high-tech crime, drug trafficking, major fraud, money laundering and terrorism. Program implementation has progressed well to date and is expected to continue on track in 2009–10.

Parliamentary oversight of the AFP and the Australian Government's transparency agenda, incorporating revised freedom of information and privacy legislation, and new accountability bodies including the Information Commissioner, the Freedom of Information Commissioner, Australian Commission for Law Enforcement Integrity, Parliamentary Joint Committee on Law Enforcement and National Security Legislation Monitor, will ensure continued public confidence in the capability, openness and accountability of the AFP during 2009-10.

ACT Policing will create a safer and more secure ACT by encouraging closer integration between police and the community to promote mutual trust and cooperation, by delivering effective policing strategies to prevent, detect, investigate and prosecute crime and by maintaining a professional, flexible and customer-focused workforce.

The Federal Audit of Police Capabilities will report to the government at its conclusion on 30 June 2009. This report will better define both the contemporary space in which the AFP operates and the capability required to operate in that space. The terms of reference relating to this audit are available on the AFP website.

1.2 AGENCY RESOURCE STATEMENT

Table 1.1 shows the total resources from all origins. The table summarises how resources will be applied by outcome and by administered and departmental classification.

Table 1.1: Agency resource statement—Budget estimates for 2009–10 as at Budget, May 2009

	Estimate of prior year amounts available in 2009–10 (\$'000)	+ Proposed at Budget 2009–10 (\$'000)	= Total estimate 2009–10 (\$'000)	Actual available appropriation 2008–09 (\$'000)
ORDINARY ANNUAL SERVICES				
Departmental				
Prior year departmental appropriation	220,816 ⁴	–	220,816	–
Departmental appropriation	–	1,111,837 ¹	1,111,837	1,001,761
S 31 relevant agency receipts	–	268,037 ³	268,037	241,403
Total	220,816	1,379,874	1,600,690	1,243,164
Total ordinary annual services A	220,816	1,379,874	1,600,690	1,243,164
OTHER SERVICES				
Administered expenses				
Outcome 1	–	33,522 ¹	33,522	7,652
Total	–	33,522	33,522	7,652
Departmental non-operating				
Equity injections	262,135	51,915 ²	314,050	127,336
Previous years' outputs	–	3,084 ²	3,084	–
Total	262,135	54,999	317,134	127,336
Total other services B	262,135	88,521	350,656	134,988
Total available annual appropriations	482,951	1,468,395	1,951,346	1,378,152
SPECIAL ACCOUNTS				
Opening balance	3,884 ⁵	–	3,884	4,323
Appropriation receipts ⁶	–	1,521	1,521	1,521
Non-appropriation receipts to special accounts	–	6,646	6,646	6,619
Total special accounts C	3,884	8,167	12,051	12,463
Total resourcing (A+B+C)	486,835	1,476,562	1,963,397	1,390,615
Less appropriations drawn from annual or special appropriations above and credited to special accounts and/or CAC Act bodies through annual appropriations	–	1,521	1,521	1,521
Total net resourcing for agency	486,835	1,475,041	1,961,876	1,389,094

All figures are GST exclusive.

CAC Act = *Commonwealth Authorities and Companies Act 1997*.

1. Appropriation Bill (No. 1) 2009–10.
2. Appropriation Bill (No. 2) 2009–10.
3. Section 31 relevant agency receipts—estimate.
4. Estimated adjusted balance carried forward from previous year for annual appropriations.
5. Estimated opening balance for special accounts. For further information on special accounts see table 3.1.2.
6. Appropriation receipts from Australian Federal Police annual and special appropriations for 2008–09 included above.

1.3 BUDGET MEASURES

Budget measures relating to the AFP are detailed in Budget Paper No. 2 and are summarised below.

Table 1.2: Agency 2009–10 Budget measures

	Program	2008–09 (\$'000)	2009–10 (\$'000)	2010–11 (\$'000)	2011–12 (\$'000)	2012–13 (\$'000)
EXPENSE MEASURES						
Australian Federal Police— increase Australia's law enforcement contribution to Pakistan						
	1.1, 1.2					
Administered expenses		–	258	2,815	2,226	602
Departmental expenses		–	2,959	3,022	3,056	2,836
Total		–	3,217	5,837	5,282	3,438
Cole Inquiry Taskforce— continuation of funding¹						
	1.1					
Departmental expenses		–	1,403	–	–	–
Total		–	1,403	–	–	–
Strategic compliance— continuing to address the abuse of tax havens²						
	1.1					
Departmental expenses		–	–	7,851	7,461	7,373
Total		–	–	7,851	7,461	7,373
Aviation security—Unified Policing Model lease and operating costs for accommodation³						
	1.5					
Departmental expenses		nfp	nfp	nfp	nfp	nfp
Total		–	–	–	–	–
Australian Federal Police— contribution to the United Nations Mission in Sudan⁴						
	1.4					
Departmental expenses		–	1,360	1,292	–	–
Total		–	1,360	1,292	–	–
Aviation security—Airport Uniform Police supplementary funding⁵						
	1.5					
Departmental expenses		–	9,026	–	–	–
Total		–	9,026	–	–	–
Africa—law and justice frameworks—Australian assistance						
	1.2					
Departmental expenses		–	1,187	1,199	1,213	1,227
Total		–	1,187	1,199	1,213	1,227

Table 1.2: Agency 2009–10 Budget measures (continued)

	Program	2008–09 (\$'000)	2009–10 (\$'000)	2010–11 (\$'000)	2011–12 (\$'000)	2012–13 (\$'000)
Overseas development assistance—Regional Assistance Mission to Solomon Islands—continuation⁶	1.4					
Administered expenses		–	12,500	10,721	9,373	9,560
Departmental expenses		–	(13,399)	(17,745)	(23,739)	(34,133)
Total		–	(899)	(7,024)	(14,366)	(24,573)
Fighting terrorism at its source⁷	1.1					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Diplomatic Guarding program—continuation of funding⁸	1.3					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Aviation security—Joint Airport Investigation Teams⁹	1.5					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Air Security Officer program—continuation¹⁰	1.5					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Aviation security—Airport Police Commanders¹¹	1.5					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Police Aviation Liaison Officers—continuation of funding	1.5					
Departmental expenses		–	(1,524)	–	–	–
Total		–	(1,524)	–	–	–
Jakarta Centre for Law Enforcement Cooperation—continuation¹²	1.1					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Australian Federal Police—logistics and security arrangements for the deployment in Afghanistan—further efficiency	1.4					
Departmental expenses		(6,604)	(8,841)	–	–	–
Total		(6,604)	(8,841)	–	–	–

Table 1.2: Agency 2009–10 Budget measures (continued)

	Program	2008–09 (\$'000)	2009–10 (\$'000)	2010–11 (\$'000)	2011–12 (\$'000)	2012–13 (\$'000)
Global terrorism—enhancing Australia’s commitment to Afghanistan	1.2					
Departmental expenses		1,163	2,403	2,551	–	–
Total		1,163	2,403	2,551	–	–
Border protection—combating people smuggling—enhancing Australian Federal Police and regional capability	1.1, 1.2					
Administered expenses		–	1,976	758	429	172
Departmental expenses		–	13,047	11,772	5,235	5,271
Total		–	15,023	12,530	5,664	5,443
Surge Capacity Phase Two—continuation of funding¹³	1.3					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Rapid Regional Deployment Teams—continuation of funding¹⁴	1.5					
Departmental expenses		–	–	–	–	–
Total		–	–	–	–	–
Total expense measures						
Administered		–	14,734	14,294	12,028	10,334
Departmental		(5,441)	7,621	9,942	(6,774)	(17,426)
Total		(5,441)	22,355	24,236	5,254	(7,092)
CAPITAL MEASURES						
Australian Federal Police—increase Australia’s law enforcement contribution to Pakistan	1.1, 1.2					
Departmental capital		–	1,027	–	–	–
Total		–	1,027	–	–	–
Overseas development assistance—Regional Assistance Mission to Solomon Islands—continuation⁶	1.4					
Departmental capital		–	4,375	–	–	–
Total		–	4,375	–	–	–
Australian Federal Police—logistics and security arrangements for the deployment in Afghanistan—further efficiency	1.4					
Departmental capital		(3,945)	–	–	–	–
Total		(3,945)	–	–	–	–
Australian Federal Police—internally funded capital program	1.1					
Departmental capital		–	(4,000)	(10,000)	(10,000)	(10,000)
Total		–	(4,000)	(10,000)	(10,000)	(10,000)

Table 1.2: Agency 2009–10 Budget measures (continued)

	Program	2008–09 (\$'000)	2009–10 (\$'000)	2010–11 (\$'000)	2011–12 (\$'000)	2012–13 (\$'000)
Global terrorism—enhancing Australia’s commitment to Afghanistan						
	1.2					
	Departmental capital	615	87		–	–
	Total	615	87	–	–	–
Border protection—combating people smuggling—enhancing Australian Federal Police and regional capability						
	1.1, 1.2					
	Departmental capital		2,916			
	Total	–	2,916	–	–	–
Total capital measures						
	Departmental	(3,330)	4,405	(10,000)	(10,000)	(10,000)
	Total	(3,330)	4,405	(10,000)	(10,000)	(10,000)

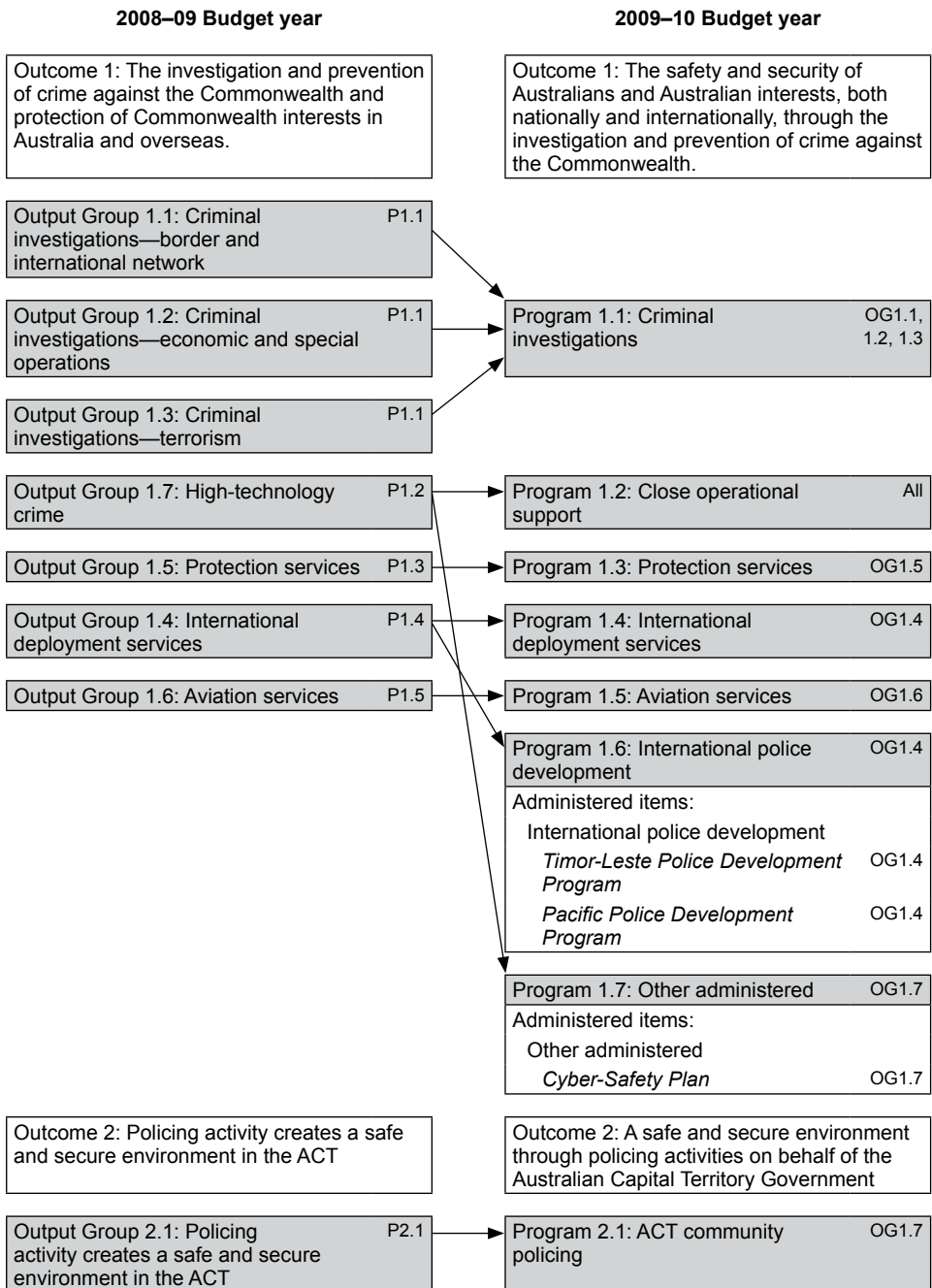
Prepared on a Government Finance Statistics (fiscal) basis.

1. This measure is a one-year only extension of a terminating measure funded in 2007–08.
2. This measure is an extension of a terminating measure funded in 2005–06.
3. Funding for this measure is not for publication (nfp).
4. This measure is a two-year extension of a terminating measure funded in 2008–09.
5. This measure is in addition to previous aviation security measures comprising airport uniformed police components.
6. This measure replaces the previous Regional Assistance Mission to Solomon Islands measure funded in 2005–06. The lead agency for this measure is the Department of Foreign Affairs and Trade. The full measure description and package details appear in Budget Paper No. 2 under the Department of Foreign Affairs and Trade portfolio.
7. This measure is the renewal of a lapsing measure, previously funded in 2004–05. Therefore ongoing funding of \$82.773m over four years is already included in the AFP’s base funding.
8. This measure is the renewal of a lapsing measure, previously funded in 2005–06. Therefore ongoing funding of \$121.770m over four years is already included in the AFP’s base funding.
9. This measure is a one-year only renewal of a lapsing measure, previously funded in 2005–06. Therefore 2009–10 funding of \$9.113m is already included in the AFP’s base funding.
10. This measure is a one-year only renewal of a lapsing measure, previously funded in 2005–06. Therefore 2009–10 funding of \$8.476m is already included in the AFP’s base funding.
11. This measure is a one-year only renewal of a lapsing measure, previously funded in 2005–06. Therefore 2009–10 funding of \$5.090m is already included in the AFP’s base funding.
12. This measure is the renewal of a lapsing measure, previously funded in 2004–05. Therefore ongoing funding of \$26.739m over four years is already included in the AFP’s base funding.
13. This measure is the renewal of a lapsing measure previously funded in 2005–06. Therefore ongoing funding of \$19.720m over four years is already included in the AFP’s base funding.
14. This measure is the renewal of a lapsing measure previously funded in 2005–06. Therefore ongoing funding of \$18.252m over four years is already included in the AFP’s base funding.

1.4 TRANSITION FROM OUTCOMES AND OUTPUTS TO OUTCOMES AND PROGRAMS

Commencing in the 2009–10 Budget, all General Government Sector (GGS) entities will be reporting on a program basis. Figure 2 outlines the transition from the 2008–09 Budget year (as at Additional Estimates), which was presented in administered items, outputs and output groups, to the program reporting framework used for the 2009–10 Budget. The table also captures revisions made to the AFP’s outcome statements under the Operation Sunlight Outcome Statements Review.

Figure 2: Transition table



Note: P = Program, OG = Output Group.

Section 2: Outcomes and planned performance

2.1 OUTCOMES AND PERFORMANCE INFORMATION

Government outcomes are the intended results, impacts or consequences of actions by the government on the Australian community. Agencies deliver programs, which are the government actions taken to deliver the stated outcomes. Agencies are required to identify the programs that contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs, specifying the performance indicators and targets used to assess and monitor the performance of the AFP in achieving government outcomes.

Outcome 1: The safety and security of Australians and Australian interests, both nationally and internationally, through the investigation and prevention of crime against the Commonwealth.

Outcome 1 strategy

Outcome 1 reflects the AFP's focus in providing national and international policing services on behalf of the Commonwealth. The outcome encompasses the investigation and prevention of crime against the Commonwealth and protection of Commonwealth interests in Australia and overseas.

Criminal investigations will contribute to the safety and security of Australians and Australian interests through the investigation and prevention of transnational organised crime, including complex financial crime, special crimes and terrorism. Cooperation and coordination with partner agencies and other police forces both domestically and internationally is essential for both the investigative and preventative elements of the criminal investigations program.

Close operational support is integrated into the AFP functional stream, and serves as an enabling support function, particularly to address advancements in information technology and science. High tech crime operations ensures the AFP has an enhanced capability and increased capacity to address technology-enabled crime and provides a range of technical capabilities that support all AFP policing functions. Forensic and Data Centres provide forensic science and technical intelligence services to the AFP and its agency partners. This includes a new program aimed at enhancing the forensic science capabilities of African partner agencies. Intelligence seeks to proactively provide professional intelligence services to support law enforcement and national security activities.

Protection services aims at ensuring that individuals and interests identified to be at risk by the Commonwealth are kept safe from acts of terrorism, violent protest and issue motivated violence, through the prevention of crime and protection of Commonwealth interests within Australia and overseas. This will be achieved through the Close Personal Protection Program, Uniform Protection Program and National Witness Protection Program.

International deployment services contributes to reducing criminal and security risks to Australia by enhancing international rule of law and supporting whole-of-government international development efforts. Through the 2009–10 Budget this includes the maintenance of deployments and assistance provided through the Regional Assistance Mission to Solomon Islands and the United Nations Mission in Sudan, and an expansion of the AFP’s presence in Afghanistan. Capacity building also extends to other areas of the AFP and, in 2009–10, will include new capacity building programs in Africa and Pakistan, and continued assistance provided through the Jakarta Centre for Law Enforcement Cooperation.

International police development contributes to enhanced rule of law internationally through improvements to regional security and socio-economic development through the Timor-Leste Police Development Program, the Pacific Police Development Program, and a new program in Pakistan. In addition, as part of a whole-of-government approach, the AFP will also receive new funding to respond to the resurgent threat posed by maritime people smugglers and enable the AFP to investigate and dismantle people smuggling syndicates.

There will be a continued focus on maintaining and realising the full capability of law enforcement at airports and in the aviation environment through consolidation of the Unified Policing Model, including securing leases for purpose built accommodation that will guarantee a police presence over the next four years.

Outcome 1 budgeted expenses and resources

Table 2.1 provides an overview of the total expenses for Outcome 1, by program.

Table 2.1: Budgeted expenses and resources for Outcome 1

Outcome 1: The safety and security of Australians and Australian interests, both nationally and internationally, through the investigation and prevention of crime against the Commonwealth	2008–09 Estimated actual expenses (\$'000)	2009–10 Estimated expenses (\$'000)
Program 1.1: Criminal investigations		
Departmental expenses		
Ordinary annual services (Appropriation Bill No. 1)	176,673	180,493
Revenues from independent sources (Section 31)	740	1,962
Special accounts	2,096	2,096
Expenses not requiring appropriation in the Budget year	4,226	69
Total for Program 1.1	183,735	184,620
Program 1.2: Close operational support		
Departmental expenses		
Ordinary annual services (Appropriation Bill No. 1)	223,702	237,697
Revenues from independent sources (Section 31)	9,339	5,047
Special accounts	4,523	4,550
Expenses not requiring appropriation in the Budget year	5,307	68
Total for Program 1.2	242,871	247,362

Table 2.1: Budgeted expenses and resources for Outcome 1 (continued)

Outcome 1: The safety and security of Australians and Australian interests, both nationally and internationally, through the investigation and prevention of crime against the Commonwealth	2008–09 Estimated actual expenses (\$'000)	2009–10 Estimated expenses (\$'000)
Program 1.3: Protection services		
Departmental expenses		
Ordinary annual services (Appropriation Bill No. 1)	118,740	133,391
Revenues from independent sources (Section 31)	58,947	55,110
Expenses not requiring appropriation in the Budget year	5,913	68
Total for Program 1.3	183,600	188,569
Program 1.4: International deployment services		
Departmental expenses		
Ordinary annual services (Appropriation Bill No. 1)	254,228	310,083
Revenues from independent sources (Section 31)	28,051	35,414
Expenses not requiring appropriation in the Budget year	7,319	68
Total for Program 1.4	289,598	345,565
Program 1.5: Aviation services		
Departmental expenses		
Ordinary annual services (Appropriation Bill No. 1)	228,418	250,173
Revenues from independent sources (Section 31)	10,581	6,616
Expenses not requiring appropriation in the Budget year	5,338	68
Total for Program 1.5	244,337	256,857
Program 1.6: International police development		
Administered expenses		
Ordinary annual services (Appropriation Bill No. 1)	7,534	33,401
Total for Program 1.6	7,534	33,401
Program 1.7: Other administered¹		
Administered expenses		
Ordinary annual services (Appropriation Bill No. 1)	118	121
Total for Program 1.7	118	121
Outcome 1 totals by appropriation type		
Administered expenses		
Ordinary annual services (Appropriation Bill No. 1)	7,652	33,522
Departmental expenses		
Ordinary annual services (Appropriation Bill No. 1)	1,001,761	1,111,837
Revenues from independent sources (Section 31)	107,658	104,149
Special accounts	6,619	6,646
Expenses not requiring appropriation in the Budget year ²	28,103	341
Total expenses for Outcome 1	1,151,793	1,256,495
	2008–09	2009–10
Average staffing level (number)	5,357	5,361

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

1. Funding for other administered comprises \$0.121m for the Cyber-Safety Plan.
2. Expenses not requiring appropriations in the Budget year are made up of resources free of charge, accrued revenue to be appropriated in 2009–10 and operating loss.

Contributions to Outcome 1

Program 1.1: Criminal investigations

Program objective

This program seeks to ensure the safety and security of Australians and Australian interests through the investigation and prevention of organised crime, money laundering and terrorism. These broad crime types are covered by three corresponding components: border and international, economic and special operations, and terrorism.

Border crimes collectively include transnational offences such as drug trafficking, people smuggling and human trafficking.

Economic and special operations focus on serious organised financial crimes such as money laundering, criminal tax offences and identity crime, and special areas such as war crime, bribery and corruption.

The terrorism program includes terrorist financing in conjunction with the suite of terrorist offences.

This program is directly related to the implementation of the National Drug Strategy, the National Security Statement, and whole-of-government approach to unauthorised arrivals and combating trafficking in persons, the *Anti-Money Laundering and Counter-Terrorist Financing Act 2006*, the *Proceeds of Crime Act 2002* and preventing terrorist attacks against Australia and Australian interests. The program focuses on both investigation and prevention of crime, and its effectiveness is seen in the seizure of illicit substances, confiscation and restraint of assets, disruption of syndicates and organised crime groups, successful case outcomes, and capacity to deter and prevent threats to national security. The program is implemented through general investigative and special purpose teams in Australia, as well as the international network. Capacity, cooperation and coordination with partner agencies and other police forces both domestically and internationally is important for both the investigative and preventative elements of the program.

Program 1.1 expenses					
	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
(\$'000)					
Special account expenses					
AFP Asia/Pacific Group on Money Laundering	2,096	2,096	2,096	2,096	2,096
Program support	177,413	182,455	180,309	177,955	178,836
Expenses not requiring appropriation in the Budget year	4,226	69	69	69	83
Total program expenses	183,735	184,620	182,474	180,120	181,015

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Program 1.1 deliverables

Refer Components 1.1.1 Border and international network, 1.1.2 Economic and special operations, 1.1.3 Terrorism.

Program 1.1 key performance indicators

Success in prevention and investigation of crime at the national and international levels is dependent on partnerships with other police and government agencies. The strength of this collaboration is reflected in the level of satisfaction expressed in the annual AFP business satisfaction survey.

The impact of illicit drug investigations is measured by the AFP drug harm index, which is a single, summary, dollar value of potential harm that would have ensued had the seized drugs reached the community. The disruptive effect on the criminal environment by economic investigations is measured by the estimated financial return. (For more details on these measures and their targets, refer to the component key performance indicator statements.)

Successful disruption and deterrence is reflected through concentration of resources on high-impact cases, positive case outcomes (such as bringing matters before court and achieving convictions). The target numbers of cases referred to court are based on a straight-line extrapolation of five years of historical data to June 2008.

Key performance indicators	2008-09 Revised budget	2009-10 Budget target	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)		80%	80%	80%	80%
Drug harm index	\$886m	\$886m	\$886m	\$886m	\$886m
Estimated financial return	\$220m	\$220m	\$220m	\$210m	\$210m
Percentage of time spent on high – very high impact cases		80%	82%	84%	86%
Number of high – very high impact cases reaching court		205	217	229	241
Percentage of cases before court that result in conviction	90%	90%	90%	90%	90%

Component 1.1.1: Border and international**Component objective**

This component contributes to the safety and security of Australians and Australian interests, both nationally and internationally, through the investigation and prevention of border crimes (including transnational offences such as drug trafficking, people smuggling, human trafficking (sexual servitude and labour exploitation)) and other crimes ancillary to border and international operations.

This is achieved through:

- cooperation and coordination with whole-of-government stakeholders to identify efficiencies
- maximisation of investigative disruption strategies through countering illicit drug trafficking and the confiscation of criminal assets
- implementation of the Australian Government's National Drug Strategy in line with AFP responsibilities
- contributing to a whole-of-government approach to unauthorised arrivals,
- contributing to a whole-of-government approach in combating trafficking in persons (which includes dealing with transnational sex offences), and
- responding to government strategies to organised crime as it relates to the National Security Statement.

The international network of AFP officers

- contributes to domestic and international efforts to disrupt and prevent criminal activities of major concern to the government and Australian law enforcement
- contributes to the collection and sharing of intelligence on criminal activities on behalf of all Australian law enforcement agencies focusing on transnational crime and serious organised crime, and
- coordinates and advises on training and technical measures to enhance the capacity of overseas law enforcement agencies to deal with criminal activity particularly in the context of transnational and serious organised crime.

Component 1.1.1 expenses					
(\$'000)	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Program support	91,716	104,143	104,133	100,837	101,850
Expenses not requiring appropriation in the Budget year	2,045	23	23	23	28
Total component expenses	93,761	104,166	104,156	100,860	101,878

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Component 1.1.1 deliverables
<p>National Drug Strategy</p> <ul style="list-style-type: none"> • Removal of illicit drugs destined for Australia. • Build law enforcement capacity for foreign partner agencies. • Increase offshore disruption. <p>Amphetamine type stimulants (ATS)</p> <ul style="list-style-type: none"> • Capacity to pursue ATS investigations domestically and offshore, particularly Asia. • Capacity to gather intelligence on ATS threats. • Benefits realisation through advanced in investigative techniques. • Offshore training courses. • Delivery of training modules for foreign law enforcement. • Collection of intelligence with a view to identifying importation source. • Capacity to decommission clandestine laboratories safely. <p>Combating human trafficking</p> <ul style="list-style-type: none"> • Expansion of transnational sexual exploitation trafficking team. • Offshore preventative work in the Asia-Pacific region to combat people trafficking. • Engagement of domestic stakeholders (practitioners roundtable). <p>Combating people smuggling</p> <ul style="list-style-type: none"> • Significantly enhance the Transnational Crime Unit network in Indonesia. • Enhance the Indonesian National Police’s ability to gather, analyse and respond to people smuggling intelligence through the provision of a dedicated AFP training officer at the Jakarta Centre for Law Enforcement Cooperation. • Establish an AFP liaison post in Sri Lanka. • Enhance capability to combat maritime people smuggling ventures, to increase investigation and intelligence resources targeting overseas criminal networks.

Component 1.1.1 deliverables (continued)

- Enhance Indonesia's surveillance and technical capability to combat people smuggling – the intent is to strengthen the AFP's existing capacity-building initiatives in Indonesia.
- Additional enhancement of Indonesian National Police capability through in-country operations support, recruitment of foreign linguists in Indonesia to assist in intelligence collection, and supplementing operating costs to increase operational monitoring capacity toward people smuggling.
- Expansion of AFP capability in Indonesia to collect intelligence on people smuggling operations through the recruitment of human intelligence from existing non-government organisations within Indonesia, establishment of a dedicated people smuggling liaison officer in Indonesia and additional in-country close operational support, establishment of an additional intelligence analyst supporting a Regional Anti-Smuggling Intelligence Collection and Exchange Network and establishment of secure video conferencing facilities at the Jakarta post.
- Establishment of a regional people smuggling strategy through the establishment of dedicated people smuggling liaison and intelligence officers in Pakistan, Malaysia, Sri Lanka and Thailand, provision of operational support to foreign operations by local law enforcement agencies, and expansion of current computer-based training facilities in Indonesia and Asia.

AFP international network

- Provision of an international network of 35 posts in 29 countries including opening a new post in Colombo Sri Lanka.
- Continue high-level negotiations with India regarding the opening of an AFP office in New Delhi.
- Continue high-level discussions with Lao People's Democratic Republic regarding the opening of an AFP office in Vientiane.
- Building capacity of foreign law enforcement agencies through the six existing Transnational Crime Centre networks in Asia and Pacific including the establishment of a new centre in Vietnam.
- Establish a Pakistan Transnational Crime Team to enhance the ability of Pakistan authorities to conduct joint and multi-agency investigations to disrupt transnational crime and terrorist activity. Increase the AFP presence in Pakistan by two officers to enhance the AFP's offshore investigative and intelligence capability.
- Professional capacity development building with foreign law enforcement agencies.

Component 1.1.1 key performance indicators

The effectiveness of external partnerships is measured by the level of satisfaction expressed in the AFP business satisfaction survey by border and international program clients including government agencies such as the Customs and Border Protection Service, and domestic and international law enforcement agencies.

The impact of illicit drug investigations is measured by the AFP drug harm index, which converts seizure weights of different classes of drugs into a single, summary dollar value of potential harm that would have ensued had the seized drugs reached the community. This year separate key performance indicators distinguish domestic drug seizures from international seizures destined for Australia where the AFP played a significant role.

The impact of support from the international network on AFP investigations will be obtained through relative return on investment estimates for drug cases with international support. A ratio exceeding one will indicate a positive impact from the network.

Disruption and deterrence is maximised through concentration of resources to serious and complex crime and is measured by the percentage of time spent on high to very high impact border and transnational crime.

The maximisation of unlawful maritime venture disruptions is envisaged due to AFP engagement with foreign law enforcement and capacity building initiatives.

Successful investigation outcomes are reflected in the percentage of cases reaching court resulting in a conviction.

Two further key performance indicators are proposed which will require development prior to implementation.

- The first is an economic evaluation of the costs associated with human trafficking with special reference to sexual servitude. This will provide a dollar value of the impact on the Australian community if the interception and disruption had not taken place.
- The second will assess the relative value of AFP investigative targets. The removal of a high-value criminal target will have a greater impact upon the level of harm that would have flowed to the Australian community had this target been allowed to continue to operate.

	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Key performance indicators					
Border					
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)	85%	80%	80%	80%	80%
Drug harm index (domestic)	\$886m	\$886m	\$886m	\$886m	\$886m
Percentage of border cases reaching court resulting in conviction	90%	90%	90%	90%	90%
Percentage of time spent on high – very high impact cases	85%	85%	85%	85%	85%
International network					
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)	85%	90%	90%	90%	90%
Drug harm index (international) ¹		\$40m	\$40m	\$40m	\$40m
Relative return on investment for drug cases with international support ¹		>1.0	>1.0	>1.0	>1.0
Percentage of time spent on high – very high impact cases	85%	90%	90%	90%	90%

1. New key performance indicator introduced in 2009–10.

Component 1.1.2: Economic and special operations

Component objective

Economic and special operations carries responsibility for managing a wide range of crime types contained within the spectrum of Commonwealth statutes. The portfolio 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 organised and complex criminal activity, money laundering, criminal tax offences, identity crime, intellectual property and other financial criminality.

Strategies include:

- focusing on the financial bases 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, and
- engaging in national and international law enforcement partnerships to combat transnational and organised economic criminal activity.

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

Strategies include:

- contributing to the whole-of-government efforts to combat criminal activities of major concern to the Australian Government, and
- contributing to international cooperative and collaborative efforts to prevent and respond to sensitive criminal activities impacting on the Commonwealth.

Component 1.1.2 expenses					
	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
(\$'000)					
Program support	59,743	53,096	50,760	50,397	50,729
Expenses not requiring appropriation in the Budget year	1,495	23	23	23	28
Total component expenses	61,238	53,119	50,783	50,420	50,757

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Component 1.1.2 deliverables

Economic crime

- Provision of Wickenby Teams nationally – focused on the investigation and prosecution of relevant matters referred by the Australian Taxation Office.
- Enhancement of the AFP’s offshore capability to investigate tax evasion schemes in targeted countries.
- Enhancement of the AFP’s technical capability to investigate tax evasion schemes.
- The provision of investigation services for serious economic offences against the Commonwealth.

Money laundering/Proceeds of Crime Act

- Increase in money laundering investigations.
- Development of an AFP Money Laundering Strategy.
- Provision of Asset Forfeiture Teams nationally.
- Increase in recoupment to the Commonwealth – Assets forfeited by AFP Proceeds of Crime Act action and assets recovered by other agencies through direct AFP action.
- Delivery in 2009-10 of four money laundering investigation programs and two proceeds of crime investigation programs.

Identity crime

- Provision of Identity Security Strike Teams focused on enhanced AFP and inter-agency effectiveness in the detection, prevention and investigation of identity-related crime.
- Successful implementation of the networked biometric facial recognition system.

Intellectual property

- Continuance of AFP coordination of the quarterly Intellectual Property Enforcement Consultative Group.

Surveillance

- Delivery of a national surveillance strategy, through the provision of national surveillance resources.
- Continued utilisation and enhancement of surveillance technical capabilities.

National Missing Persons Coordination Centre

- Provision of national leadership to ensure a coordinated approach to missing persons issues and responses to missing persons in Australia.
- Successful delivery of AFP involvement in the National Youth Week, International Missing Children’s Day and National Missing Persons Week.

Component 1.1.2 deliverables (continued)

Special operations

- Continue to build a network of relationships, both within Australia and offshore, to enhance the AFP's response to criminal activities of major concern to the Australian Government.
- Increased exchange of information and referrals with Australian and overseas law enforcement agencies.
- Provision of a timely and effective response to referrals of sensitive criminal activities impacting on the Commonwealth.
- Contribute to the analysis and development of relevant public policy.

Component 1.1.2 key performance indicators

The strength of partnerships with key economic and special operations clients, including a range of Commonwealth government agencies and other law enforcement agencies, is obtained through the annual AFP business satisfaction survey. The revised economic and special operations target satisfaction level of 80% is above the 2007-08 level and consistent with the AFP average.

The disruptive effect on the criminal environment is measured by estimated financial return (EFR). EFR is based on the case value of economic investigations that have reached court during the reporting period. Previous economic evaluation of economic investigations was used to determine the relationship between the estimated value of the case and the financial return to Treasury. This result suggests that the return to the Commonwealth was 2.5 times the value of cases resulting in a conviction. Based on historical trends, this factor was adjusted downward to 2 to allow for the fact that not all cases reaching court are successful. Using cases reaching court is a better reflection of current performance than cases finalised. The EFR target remains constant at 5% above the five-year historical average until 2010-11, and reduces thereafter based on a predicted reduction of investigative resources within economic and special operations.

Disruption and deterrence is maximised through concentration of resources to serious and complex crime and is measured by the percentage of time spent on high to very high impact cases.

Successful investigation outcomes are reflected in the percentage of cases reaching court resulting in a conviction, and the percentage of cases that have restraining order applications made to the Commonwealth Director of Public Prosecutions.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)	82%	80%	80%	80%	80%
Estimated financial return	\$220m	\$220m	\$220m	\$210m	\$210m
Percentage of time spent on high – very high impact cases	65%	67%	69%	71%	73%
Percentage of cases reaching court resulting in a conviction	85%	85%	85%	85%	85%
Percentage of cases that have restraining order applications made to Commonwealth Director of Public Prosecutions	20%	22%	24%	26%	28%

Component 1.1.3: Terrorism

Component objective

The counter-terrorism function has primary responsibility for delivering AFP activity relating to countering terrorist threats to, and preventing and investigating terrorist activity against, Australia and Australian interests both domestically and internationally, with prevention being the primary focus. Terrorism is a very real global threat and remains a significant priority in ensuring Australia’s national security. The counter-terrorism function delivers against its national security responsibilities from existing resources and through Budget measures funded by government, and remains accountable for the investment in, and outcomes of, these budget measures and initiatives. Working in partnership with other government agencies, including the intelligence community, its state and territory counterparts and international law enforcement agencies, the AFP counter-terrorism strategies include:

- conduct and coordinate investigations across states/territories that impact on national security through inter-jurisdictional joint counter-terrorism teams
- undertake operational and capacity building activities, working closely with the AFP’s international network and international law enforcement agencies to combat terrorism regionally and globally
- develop initiatives to enhance the capacity and capability to identify, deter, prevent, disrupt and investigate terrorist activities, both domestically and abroad, and
- develop initiatives to combat terrorism and counter-radicalising influences at the domestic level.

Component 1.1.3 expenses					
(\$'000)	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Program support	28,050	27,312	27,512	28,817	28,353
Expenses not requiring appropriation in the Budget year	686	23	23	23	27
Total component expenses	28,736	27,335	27,535	28,840	28,380

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Component 1.1.3 deliverables

Joint Counter Terrorism Teams (JCTT)

- Delivery of a collaborative and coordinated investigative capacity with both Commonwealth and state/territory partners through the JCTT in each jurisdiction. The role of the JCTT is to investigate terrorist-related matters with a focus on preventative operations.

Fighting terrorism at its source

Counter-terrorism

- The provision of investigative and intelligence advice by the Regional Cooperation Teams in Manilla and Jakarta to support counter-terrorism operations.

Forensic and Data Centres

- The maintenance of forensic capability in Jakarta and Manila and the provision of specialist skills for testing of explosive materials.

Intelligence

- The development and enhancement of intelligence capacity and capabilities to optimise counter-terrorism investigations and/or support to regional law enforcement agencies.

Learning and development

- The development of the Cultural and Language Centre at the Canberra-based AFP College to ensure investigators have an understanding of the culture and language of particular communities at risk and individuals predisposed to radicalised behaviour.

Component 1.1.3 deliverables (continued)

Regional law enforcement counter-terrorism liaison and capacity building

Counter-terrorism

- Undertake two offshore exercises per year to test regional capacity and capability to prevent, respond to and investigate terrorism.
- Develop and deliver training programs to address needs identified during counter-terrorism exercises.

Border and international

- Enhanced cooperation and liaison with regional law enforcement partners in the prevention of, response to and investigation of terrorism, including information sharing and exchange in the Philippines, Indonesia, Cambodia, Thailand and India, where agreed.

Information services

- Implementation of case management information systems in South-East Asia.

Forensic and Data Centres

- Expanding the delivery of forensic training capability to Thailand, including provision of core forensic science capability, including equipment and training to carry out basic crime scene investigation, fingerprints, firearms and ballistics and document examination.
- Development and delivery of electronic evidence capabilities including the provision of specialised training and hardware and software tools in the Asia-Pacific region.
- Establishment of a Thai Bomb Data Centre.
- Scoping of regional chemical, biological, radiological and nuclear capabilities.
- Development and delivery of specialist training in technical operations and surveillance using existing training and facilities and operational centres around the region.

Jakarta Centre for Law Enforcement Cooperation

- The continued provision of high-quality, cost-effective and flexible large-scale international training.
- Ongoing regional engagement and cooperation to facilitate the sharing of knowledge on transnational crime disruption, prevention and investigation.
- Ongoing capacity and capability development of Indonesian and regional law enforcement and criminal justice agencies and institutions.
- Continued engagement with Indonesia and regional states on international, national and local initiatives to combat transnational crime, including terrorism.

Component 1.1.3 deliverables (continued)

Implementing the Anti Terrorism Act (No. 2) 2005 (Control Orders)

- Enhancing investigative capacity in Joint Counter Terrorism Teams.
- An operational Control Order framework supporting the application for and ensuring compliance with Control Orders.
- An operational Preventative Detention Order (PDO) framework supporting the application and ensuring compliance with PDOs.
- A protocol governing the treatment of persons in detention under a PDO.
- Memorandums of understanding between the AFP and each state or territory police service relating to the management of persons in detention under a PDO.
- Legal support for Control Orders and PDOs.
- Technical support for Control Orders application.

Component 1.1.3 key performance indicators

The effectiveness of external partnerships is measured by the level of satisfaction expressed in the AFP business satisfaction survey by counter-terrorism clients.

Successful disruption and deterrence is reflected through concentration of resources on prevention and high-impact cases, and positive case outcomes (such as prosecution and referrals).

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)	80%	80%	80%	80%	80%
Percentage of time spent on high – very high impact cases	95%	95%	95%	95%	95%
Percentage of counter-terrorism investigations that are preventative (not responsive) ¹		100%	100%	100%	100%
Percentage of time spent on operation activity (versus capacity development activity) ¹		75/25%	75/25%	75/25%	75/25%
Percentage of counter-terrorism investigations that result in a prosecution, disruption or intelligence referral outcome ⁽¹⁾		90%	90%	90%	90%

1. New key performance indicators for 2009–10.

Program 1.2: Close operational support

Program objective

The close operational support program aims to provide an enabling support function to the AFP criminal investigations program, particularly to address advancements in information technology and science. High tech crime operations ensures the AFP has an enhanced capability and increased capacity to address technology-enabled crime and provides a range of technical capabilities that support all AFP policing functions. Forensic and Data Centres provide forensic science and technical intelligence services to the AFP, its agency partners and other law enforcement agencies. It also contributes to forensics and bomb data centre capacity building in the region. The intelligence component seeks to proactively provide professional intelligence services to support law enforcement and national security activities.

Program 1.2 expenses

	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
(\$'000)					
Special account expenses					
Services for Other Governments and Non-Agency Bodies	4,523	4,550	4,550	4,550	4,550
Program support	233,041	242,744	245,409	250,949	252,002
Expenses not requiring appropriation in the Budget year	5,307	68	68	68	83
Total program expenses	242,871	247,362	250,027	255,567	256,635

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Program 1.2 deliverables

Refer components 1.2.1 High tech crime operations, 1.2.2 Forensic and Data Centres and 1.2.3 Intelligence.

Program 1.2 key performance indicators

Overall levels of customer satisfaction obtained from the internal and external recipients of AFP support services in the AFP close operational support survey and the business satisfaction survey provide evidence of the effectiveness of the services provided. These surveys also provide more detailed information on different aspects of service delivery such as timeliness, professionalism and achievement of results.

Note: No targets are provided for 2008–09 since the support program was not previously reported separately.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)		80%	80%	85%	85%
Level of internal client/stakeholder satisfaction (% of clients satisfied or very satisfied)		80%	80%	85%	85%

Component 1.2.1: High tech crime operations

Component objective

High tech crime operations seeks to ensure the AFP has an enhanced capability and increased capacity to address technology-enabled crime. It provides a range of centrally coordinated high-technology capabilities that support AFP operations across all policing functions both domestically and offshore.

This will be achieved through:

- the provision of innovative support to the investigation of technology-enabled crime
- the up-skilling of the AFP workforce to technology savvy technology-led policing
- the continuous enhancement of an online policing presence and methodologies
- internal technical capability development and increased technology-enabled crime awareness
- industry, government and non-government outreach and collaboration, and
- crime prevention, including education, awareness raising and community engagement.

Component 1.2.1 expenses					
(\$'000)	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Program support	67,978	74,030	76,825	80,084	80,429
Expenses not requiring appropriation in the Budget year	1,522	23	23	23	28
Total component expenses	69,500	74,053	76,848	80,107	80,457

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Component 1.2.1 deliverables
<p>1. Fight technology-enabled crime through the implementation of technology-led policing</p> <ul style="list-style-type: none"> • Participate in the E-Security National Agenda. • Participate in the Cyber-Safety Initiative. • Engage in operational activities resulting in a disruptive impact on technology-enabled crime. • Generate internal and external child protection operations referrals. • Technology-enabled crime awareness raising and up-skilling of AFP members. <p>2. Use technology to provide innovative support to the investigation of technology-enabled crime</p> <ul style="list-style-type: none"> • Demonstrate efficiencies in the innovative use of new or emerging technologies. • Develop an enhanced technical surveillance capability to upgrade and integrate the AFP's electronic surveillance and telecommunications interceptions systems. • Develop and deploy innovative applications of technology to support policing operations. • Support evidence collection through the use of surveillance devices and telecommunications interception. • Deploy technical countermeasures to assist in safeguarding AFP information and operations. • Manage agency compliance with the <i>Telecommunications (Interception and Access) Act 1979</i> and the <i>Surveillance Devices Act 2004</i>. • Respond effectively to surveillance devices and telecommunications interception compliance issues identified by the Commonwealth Ombudsman.

Component 1.2.1 deliverables (continued)

3. Support the prevention of online crime through education and community engagement activities

- Deliver cyber-safety and security presentations to school students.
- Deliver the ThinkUKnow cyber-safety educational campaign to parents/carers and teachers.
- Participate in National E-Security Awareness Week.
- Promote online cyber-safety through media, marketing and advertising initiatives.

4. Collaborate with government, industry specialists, non-government organisations and through regional and industry outreach to combat technology-enabled crime

- Develop an integrated engagement plan.
- Collaborate with national and international law enforcement agencies, including participation in the Joint Operating Arrangement and Virtual Global Taskforce.
- Develop a combined Australian Government law enforcement and security agencies plan for advanced national mobile radio communications.
- Lead legislative, policy and technological issues relating to telecommunications interception and surveillance devices.

Component 1.2.1 key performance indicators

The key performance indicators measure achievement against objectives by:

- obtaining feedback from external and internal clients and partners (in the AFP business satisfaction survey and the AFP close operational support survey)
- demonstrating resources are channelled to high priority work
- demonstrating evidence of partnerships and cross-agency facilitation
- demonstrating the impact of disruptive activities on technology-enabled crime through convictions attained, and
- demonstrating the impact of cyber-safety awareness raising public education initiatives.

In consideration that some key performance indicators are being introduced in 2009-10, the forward year targets are preliminary.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)	80%	80%	80%	85%	85%
Level of internal client/stakeholder satisfaction (% of clients satisfied or very satisfied) ¹		80%	80%	85%	85%
Percentage of time spent on high – very high impact cases	80%	80%	80%	80%	80%
Conviction rate for high tech crime operations cases ¹		90%	90%	90%	90%
Enhanced community awareness of technology-enabled crime (% of surveyed sample indicating increased awareness post delivery of presentations) ¹		70%–80%	70%–80%	70%–80%	70%–80%

1. New key performance indicators for 2009–10.

Component 1.2.2: Forensic and Data Centres

Component objective

The AFP Forensic and Data Centres provide a dynamic and effective forensic science and technical intelligence service to the AFP and its Commonwealth, state and international agency partners in support of law enforcement and national security.

This is accomplished by:

- the provision of quality forensic science and specialist services (laboratory and field operations) including, biological and chemical criminalistics, identification sciences, computer forensics and electronic evidence, disaster victim identification and rapid field operations response capability.
- the provision of responsive, timely and reliable collection, collation, analysis and dissemination of technical intelligence (Australian Bomb Data Centre, Australia Chemical, Biological, Radiological and Nuclear (CBRN) Data Centre and Illicit Drugs Data Centre) services to the AFP and its partners.
- ensuring that the objectives of relevant Australian Government Budget measures are met, including the Australia CBRN Data Centre, Iraqi Police Training and the Department of Foreign Affairs and Trade sponsored Regional Counter-Terrorism Capacity Building new measure.

Component 1.2.2 expenses					
(\$'000)	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Program support	55,117	59,476	60,151	59,010	59,217
Expenses not requiring appropriation in the Budget year	1,238	23	23	23	28
Total component expenses	56,355	59,499	60,174	59,033	59,245

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Component 1.2.2 deliverables

- Forensic science and specialist services (laboratory and field operations) including biological and chemical criminalistics, identification sciences, computer forensics and electronic evidence, disaster victim identification and rapid field operations response capability.
- Technical intelligence services (Australian Bomb Data Centre, Australia Chemical, Biological, Radiological and Nuclear (CBRN) Data Centre and Illicit Drugs Data Centre).
- Development of an engagement plan and feedback framework with AFP and key external stakeholders to ensure that levels of service are delivered commensurate with resources.

Deliverables under new measures:

- Finalise the establishment of the Australian CBRN Data Centre and a Chemical Warfare Agent Laboratory Network in 2009-10.
- Train 243 Iraqi police in forensic science and leadership.
- Undertake counter-terrorism capacity building in forensic science and bomb response and explosive intelligence in South-East Asia.

Component 1.2.2 key performance indicators

Overall levels of customer satisfaction obtained from the internal and external clients of Forensic and Data Centres in the AFP close operational support survey and the business satisfaction survey provide evidence of the effectiveness of the services provided. The implementation of the proposed feedback framework will provide more comprehensive information on the adequacy of services.

Accreditation ensures an external benchmark level of quality.

Note: No targets are provided for 2008-09 since this program was not previously reported separately.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of external client/stakeholder satisfaction (% satisfied or very satisfied)		80%	80%	85%	85%
Level of internal client satisfaction (% satisfied or very satisfied)		80%	80%	85%	85%
National Association of Testing Authorities Accreditation (ISO 17025) in all relevant forensic disciplines		Main- tained	Main- tained	Main- tained	Main- tained

Component 1.2.3: Intelligence

Component objective

Intelligence provides professional law enforcement and national security intelligence services to assist the AFP to meet its obligations under Outcome 1.

Intelligence is integrated into AFP functional streams and is focused on priority intelligence support through agreed intelligence priorities matrices. It plays a key role in supporting internal and external clients with tactical, operational and strategic intelligence advice and product and contributing to capability development projects for AFP programs. It provides intelligence advice to the AFP senior executive, to inform policy decisions and to public and private sector stakeholders to engender community confidence in government initiatives where the AFP has a role.

That the intelligence function identifies and refers targeting packages of high importance for criminal investigations to disrupt serious and organised crime in Australia and offshore; contributes to the whole-of-government counter-terrorism and transnational organised crime effort through a range of initiatives; and contributes to domestic and international capacity building and regional security, demonstrates the achievements of the component.

The AFP Operations Coordination Centre (AOCC) provides centralised monitoring, initial response, coordination and communications services. The teams have dual roles: they provide close operations support to operational and intelligence teams located in, or managed from, AFP headquarters and also provide a range of coordinating services for the broader organisation.

The AOCC coordinated the AFP’s response to a significant incident or major investigation by activating an Incident Coordination Centre, which provides communication and coordination across the organisation. The AOCC assumes responsibility for reporting and briefings on the status of the AFP’s internal and external activities.

Component 1.2.3 expenses					
(\$'000)	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Program support	114,469	113,788	112,983	116,405	116,906
Expenses not requiring appropriation in the Budget year	2,547	22	22	22	27
Total component expenses	117,016	113,810	113,005	116,427	116,933

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Component 1.2.3 deliverables

Intelligence will deliver a range of program deliverables over the budget and forward years to achieve the program objectives including:

- Enhancing the AFP’s capacity to collect, assess and manage sensitive, threat-related information and criminal intelligence, through the Collection, Assessment and Storage of Sensitive Intelligence project.
- Exploiting intelligence collection sources such as AXIOM – the AFP undercover program – human source management and the international liaison network by increasing covert criminal intelligence collection to enable law enforcement to disrupt criminal activity in Australia and offshore.
- Developing and sharing technological, analytical tools and techniques internally and with external partners and stakeholders nationally and internationally to enhance intelligence collection.
- Sharing information and intelligence on law enforcement and national security matters with domestic and international law enforcement partners, with the Australian intelligence community as a contributor to the revised National Intelligence Coordination Committee and National Intelligence Collection Management Committee arrangements and with other public and private sector agencies where appropriate.
- Actively engaging domestic and international law enforcement, criminal intelligence and national security partners and stakeholders to strengthen links, to collaborate on intelligence work and to nurture interoperability.
- Undertaking high to very high priority investigations – both single and multi-agency – thereby achieving benefits in the national security and law enforcement response to government policy and enhancing community confidence through the successful prosecution of serious and organised crime.

Component 1.2.3 deliverables (continued)

The key program deliverables that will be produced over the budget and forward years to achieve the program objectives for the AOCC are:

- receiving, recording and facilitating the evaluation of referrals for investigations, requests for assistance or requests for AFP information from Australian Government agencies
- providing a primary contact point for members of the public, Commonwealth and state/territory agencies and other law enforcement agencies to provide information and or intelligence to the AFP and for all family law, bankruptcy and alerts
- disseminating intelligence within the AFP both sourced internally and externally and disseminating AFP intelligence product to external agencies
- facilitating the initial AFP response to emerging priority business (especially outside business hours) and ensuring accurate and timely briefing to executives to aid decision making
- supporting and facilitating the National Operations Committee to monitor and ensure that resources are effectively coordinated across Outcome 1 in accordance with AFP priorities
- coordinating the governance, organisation, establishment and operation of an incident coordination centre for major investigations or significant incidents or emergency events
- promoting consistency and best practice in the managing and recording of information relating to investigations, intelligence and operational activities within AFP operational systems
- coordinating audit requirements for operational databases to ensure information is maintained, accessed and used in line with legislation requirements, and government and AFP standards
- monitoring open source and operational activities for all Outcome 1 and providing radio communication support to aviation and protection operations and supporting operational delivery with accurate computerised aided dispatch data entries, timely responses to operational inquiries and record maintenance
- compiling corporate reporting on aviation services business activities, Portfolio Budget Statements benchmarks, and emerging incidents and/or events
- providing timely notification, advice and/or information to relevant stakeholders on aviation security
- providing an Operations Monitoring Centre to Canberra headquarters based operational and intelligence teams to analyse and monitor all work on land, and support operational systems and access to external systems, and
- providing Special Projects Registrar duties and Drugs and Exhibit Registrar services.

Component 1.2.3 key performance indicators

The key performance indicators that will demonstrate the program’s performance in achieving its objectives and contributing to the AFP’s outcome are:

- annual internal client satisfaction surveys measuring the level of satisfaction of the functions in the quality and timeliness and of intelligence services provided and the usefulness of intelligence product in influencing decision making, and
- annual business satisfaction surveys measuring the level of satisfaction of external clients in the quality and timeliness of AFP intelligence product and intelligence support in multi-agency activities.

The key performance indicators that will demonstrate the performance of the AOCC in achieving its objectives and contributing to its respective outcomes are:

- business satisfaction survey, measuring the level of satisfaction of external AOCC client/stakeholders, and
- close operational support satisfaction survey, measuring the level of satisfaction of AOCC internal clients.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Intelligence					
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)		80%	85%	90%	90%
Level of internal client/stakeholder satisfaction (% of clients satisfied or very satisfied)		70%	75%	80%	85%
AOCC					
Level of external client/stakeholder satisfaction (% of clients satisfied or very satisfied)		80%	85%	90%	90%
Level of internal client/stakeholder satisfaction (% of clients satisfied or very satisfied)		70%	75%	80%	85%

Program 1.3: Protection services

Program objective

Protection services contribute to Outcome 1 through the prevention of crime and protection of Commonwealth interests within Australia and overseas.

The objective of protection services is to ensure that individuals and interests identified to be at risk by the Commonwealth are kept safe from acts of terrorism, violent protest and issues motivated violence. This is achieved in partnership with other Commonwealth, state and territory agencies and departments.

Strategies include:

- provision of close personal protection to Australian and foreign dignitaries in response to assessed threat and risk in accordance with Commonwealth Protective Security Policy.
- administration and management of the National Witness Protection Program in accordance with the provisions of the *Witness Protection Act 1994*.
- provision of uniform protection services to clients for the protection of designated Commonwealth establishments and diplomatic and consular missions both in Australia and offshore.

Program 1.3 expenses

	2008-09 Revised budget	2009-10 Budget	2010-11 Forward year 1	2011-12 Forward year 2	2012-13 Forward year 3
Program support	177,687	188,501	194,373	205,050	205,838
Expenses not requiring appropriation in the Budget year	5,913	68	68	68	83
Total program expenses	183,600	188,569	194,441	205,118	205,921

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Program 1.3 deliverables

Overarching protection services deliverables include:

- the provision of strategic advice to key stakeholders in support of the delivery of the Commonwealth's protective security policies, and
- operational engagement with key Commonwealth, state and territory and international stakeholders in delivery of protective security measures.

Uniform protection deliverables include the provision of:

- protection services at designated Defence establishments, the Australian Nuclear Science and Technology Organisation, and the Commonwealth Parliament on a cost recovered basis
- protection services at official Commonwealth establishments, and diplomatic and consular missions
- protection services at Australian diplomatic missions overseas, including in support of the Regional Assistance Mission to the Solomon Islands, and
- protection services in support of close protection activities for Australian high office holders and foreign dignitaries.

Close personal protection deliverables include the provision of:

- services to designated Australian high offices holders within Australia and overseas, resident and visiting foreign dignitaries, and diplomats within Australian diplomatic missions overseas, and
- protective security planning for designated 'special events' within Australia and overseas.

Witness Protection Teams provide services in accordance with the *Witness Protection Act 1994*.

Program 1.3 key performance indicators

The overall effectiveness of protection services is reflected by the degree of satisfaction with services rendered based on feedback received from clients and stakeholders in the annual AFP business satisfaction survey and compliance with legislative requirements for witness protection. A review of the performance framework to enable enhanced measurement and reporting of further aspects of effectiveness of the program will be undertaken during 2009-10.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of client/stakeholder satisfaction for close personal protection principals (% of clients satisfied or very satisfied)	90%	90%	90%*	90%*	90%*
Level of compliance with the Witness Protection Act	100%	100%	100%	100%	100%
Level of client/stakeholder satisfaction for uniform protection at respective Commonwealth facilities/ premises (% of clients satisfied or very satisfied).	90%	90%	90%*	90%*	90%*

* Subject to outcomes of review as noted above.

Program 1.4: International deployment services

Program objective

The AFP's International Deployment Group (IDG) contributes to national security by providing policing support for enhanced international rule of law. The IDG delivers initiatives on behalf of the Australian Government aimed at improving regional and international security, stability and governance. The IDG works cooperatively with regional governments to implement offshore capacity development programs and law enforcement initiatives that enhance the effectiveness of, and public confidence in, regional police services, as well as providing a rapidly deployable crisis-response capability for deteriorating law and order and disaster situations. IDG contributions support whole-of-government international development efforts due to the need for rule of law to underpin socioeconomic development.

In addition, the IDG supports specifically targeted domestic initiatives through its contributions to the Northern Territory Emergency Response and community policing in Australia's external territories.

The AFP is funding a University of Queensland research project that is developing measures of effectiveness of AFP international operations' contributions to improving rule of law and therefore regional security and socioeconomic development.

Program 1.4 expenses					
(\$'000)	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Program support	282,279	345,497	272,091	258,647	252,925
Expenses not requiring appropriation in the Budget year	7,319	68	68	68	83
Total program expenses	289,598	345,565	272,159	258,715	253,008

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Program 1.4 deliverables

- Providing a permanent workforce that supports the IDG to deliver current and future international deployment demands.
- Delivery of and contributions to:
 - law enforcement capacity development missions
 - bilateral law enforcement capacity building programs under the auspices of the AFP’s Law Enforcement Cooperation Program
 - international monitoring missions
 - international stabilisation operations missions as civilian police with the United Nations, and
 - targeted domestic development operations.
- Delivery of missions in the Solomon Islands, Timor-Leste, Northern Territory, Cyprus, Sudan and Afghanistan, and the Pacific Police Development Program.
- Providing a rapidly deployable crisis-response capability to support international stability and security and to support AFP Outcome 1 tactical responsibilities.
- A set of robust performance indicators that measure the impact of the IDG’s contribution to improved rule of law through delivery of stabilisation and international capacity development operations.

Program 1.4 key performance indicators

The AFP business satisfaction survey results for IDG are separated into domestic and international levels of satisfaction so that the AFP is able to provide deliberate focus on both whole-of-government partner satisfaction and international engagement.

A high percentage of time spent on high and very high impact cases demonstrates resources are channelled to high-priority work.

The AFP has engaged the University of Queensland to develop a set of performance indicators that measure the impact of the IDG's contribution to improved international rule of law through delivery of stabilisation and international capacity development operations.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of client/stakeholder satisfaction:					
International clients	75%	75%	75%	75%	75%
Australian clients/stakeholders	90%	85%	85%	85%	85%
Quality assurance review feedback from internal and external reviews	Positive feedback	Positive feedback	Positive feedback	Positive feedback	Positive feedback
Percentage of time spent on high – very high impact cases	90%	90%	90%	90%	90%
Performance indicators developed by the University of Queensland project 'Measuring the Impact of IDG's contribution to Peace Operations and International Capacity Building'	Context setting documents completed	Development of a range of context specific performance measures	Field testing of performance measures	Use of relevant indicators specific to programs	Use of relevant indicators specific to programs

Program 1.5: Aviation services

Program objective

Aviation seeks to contribute to Australia’s national aviation security framework by providing a safe and secure environment at Australian domestic and international airports through the implementation of the unified policing model. Aviation aims to provide centralised command and control, liaison and intelligence capabilities, a counter-terrorist deterrence and response capability, community policing and the ability to investigate serious and organised crime in the aviation sector.

This will be achieved by:

- the coordination of AFP responsibilities to ensure a safe and secure environment at designated airports
- the continued fostering and enhancing of relationships, with key stakeholders and the wider community, to ensure a highly coordinated action against terrorist and other criminal threats
- the provision of a strong preventive and deterrence capability complemented by a first response capacity to security incidents, terrorism and other crimes at airports, and
- responding to incidents in accordance with categorisation and priority response times.

Program 1.5 expenses

	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
(\$'000)					
Program support	238,999	256,789	255,620	278,226	289,162
Expenses not requiring appropriation in the Budget year	5,338	68	68	68	83
Total program expenses	244,337	256,857	255,688	278,294	289,245

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Program 1.5 deliverables

Airport Police Commanders

- Centralised command, control and liaison capabilities to ensure intelligence collection and planning, counter-terrorism deterrence and response capability, integrated aviation security and law enforcement arrangements and an investigative capacity to address serious and organised crime in the aviation sector.

Air Security Officer program

- Increased tactical response driven by the risk assessment model to ensure enhanced responsiveness to emerging threats. Ongoing examination of additional international deployment arrangements.

Joint Airport Investigation Team

- Continued national coordination of investigative activities targeting serious organised and systemic crime in the aviation sector through enhanced relationships and information sharing with state and territory police services and relevant stakeholders.
- Investigations into organised air freight theft.

Aviation security – Unified Policing Model

- Provision of purpose-built accommodation at the 11 designated airports.

Police Aviation Liaison Officers Network

- Maintenance of key relationships with aviation industry and non-industry partners including participation in national, regional, interagency and industry aviation security forums.
- Advancement of Cabinet-endorsed initiatives pertaining to dignitary facilitation through the airport screening points.

Counter-terrorism first response

- Provision at designated airports of a highly visible deterrence capability and a first response capability.

Specialist capabilities

- Firearms and explosives detection canines.
- Narcotics and currency detection canines.
- Bomb appraisal officers.
- Incident preparedness and capability.
- Man Portable Air Defence System mitigation.

Airport uniform policing

- Provision of an immediate response capacity to community policing matters within an airport domain.

Program 1.5 key performance indicators

Four equally weighted key performance indicators provide a measure of aviation’s success against its primary objectives:

- the AFP business satisfaction survey, which provides feedback on the relationship with stakeholders from their perspective, e.g. Commonwealth agencies, police services and airport operators
- the AFP airport community confidence survey, which evaluates the level of community confidence in the AFP’s presence at major airports
- a mechanism to measure the proportion of resources used on proactive operations, and
- a mechanism to measure the actual response times against set benchmarks.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Level of client/stakeholder satisfaction in the contribution of the AFP to aviation law enforcement and security (% of clients satisfied or very satisfied)	90%	90%	90%	90%	90%
Level of community confidence in the contribution of the AFP to aviation law enforcement and security (% of aviation network users satisfied or very satisfied)	70%	70%	75%	75%	80%
Proportion of resources used to undertake proactive and intelligence-led counter-terrorism, crime management, public order and first response operations ¹		70%	70%	70%	70%
Response to aviation law enforcement and/or security incidents in accordance with priority response times					
<i>Priority 1</i>					
At least 75% within 5 minutes	75%	75%	75%	75%	75%
At least 90% within 10 minutes	90%	90%	90%	90%	90%
<i>Priority 2</i>					
At least 75% within 15 minutes	75%	75%	75%	75%	75%
At least 95% within 20 minutes	95%	90%	90%	90%	90%
<i>Priority 3</i>					
At least 75% within 90 minutes	75%	75%	75%	75%	75%
At least 95% within 120 minutes	95%	90%	90%	90%	90%
<i>Priority 4</i>					
At least 90% within 24 hours	90%	90%	90%	90%	90%

1. New key performance indicator for 2009–10.

Program 1.6: International police development

Program objective

The AFP’s international police development program aims to contribute to national security by providing policing support for enhanced rule of law through improvements to international security and socioeconomic development by enhancing the effectiveness of, and public confidence in, international police. It also seeks to enhance regional collaboration with capacity building activity, particularly in Pakistan and Indonesia. The program has a strong emphasis on multilateral engagement and provides an international framework for supporting police, as well as including a range of options for the enhancement of police engagement over the entire region.

The AFP is funding a University of Queensland research project that is developing measures of effectiveness of AFP international operations’ contributions to improving rule of law and therefore regional security and socioeconomic development.

Program 1.6 expenses

Due to delays with the construction of the Nauru Police Station and capacity building programs, \$2.036m of administered funds was re-phased to the 2009–10 financial year.

The limited availability of skilled resources and difficulty in delivering construction material to overseas missions could see further delays in programs resulting in the need to re-phase funding to the forward years.

	2008–09 Revised budget	2009–10 Budget	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
(\$'000)					
Annual administered expenses					
1.6.1—Timor-Leste Police Development Program	2,370	8,626	–	–	–
1.6.2—Pacific Police Development Program	5,164	10,008	11,489	12,637	–
1.6.3—Regional Assistance Mission to Solomon Islands	–	12,500	10,721	9,373	9,560
1.6.4—Increasing Australia’s law enforcement contribution to Pakistan	–	258	2,815	2,226	602
1.6.5—Combating people smuggling: enhanced AFP and regional capability	–	1,976	758	429	172
Wage cost index	–	33	(23)	(37)	(1)
Total program expenses	7,534	33,401	25,760	24,628	10,333

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Program 1.6 deliverables

Refer components 1.6.1 Timor-Leste Police Development Program, 1.6.2 Pacific Police Development Program, 1.6.3 Regional Assistance Mission to Solomon Islands (RAMSI) – Law and Justice Program, 1.6.4 Pakistan: Law Enforcement and Transnational Crime, and 1.6.5 Enhanced AFP and Regional Capability to Combat People Smuggling.

Program 1.6 key performance indicators

Measuring the satisfaction level of external clients and stakeholders provides valuable feedback on IDG activities and enables focused identification of areas of business delivery requiring improvement. This will be achieved through the AFP business satisfaction survey or focused feedback sessions as appropriate.

The AFP has engaged the University of Queensland to develop a set of indicators that measure the impact of the IDG’s contribution to international rule of law through delivery of stabilisation and international capacity development operations.

Key performance indicators	2008–09 Revised budget	2009–10 Budget target	2010–11 Forward year 1	2011–12 Forward year 2	2012–13 Forward year 3
Feedback from clients/ stakeholders	Positive feedback	Positive feedback	Positive feedback	Positive feedback	Positive feedback
Percentage of time spent on high – very high impact cases	90%	90%	90%	90%	90%
Relevant indicators from the set developed by the University of Queensland project ‘Measuring the impact of IDGS’s contribution to Peace Operations and International Capacity Building’	Context setting documents completed	Development of a range of context specific performance measures	Field testing of performance measures	Use of relevant indicators specific to programs	Use of relevant indicators specific to programs

Component 1.6.1: Timor-Leste Police Development Program**Component 1.6.1 objective**

To work with the Government of Timor-Leste and other partners to build the foundations of a more effective and accountable police service for the people of Timor-Leste through:

- establishing a police service which is sufficiently robust to continue operating as a legitimate entity (within the law) when confronted by serious domestic crisis, and
- establishing a policing capability where the governance, values and operational characteristics of the Policia Nacional de Timor-Leste (PNTL) support increasingly strengthened rule of law in an emerging democracy.

Component 1.6.1 deliverables

The Timor-Leste Police Development Program will work cooperatively with stakeholders to build the leader, build the police officer, build the institution and build the individual through nine initiatives:

- development of PNTL leadership capability through training, professional coaching and ongoing mentoring
- development and enhancement of police management skills through multi-level training and provision of a pool of management advisers
- enhancement of PNTL vocational police skills through the provision of expert advisers to the PNTL Academy and Workplace Training Teams across Timor-Leste
- cooperative development and implementation of a full range of corporate policies, processes and practices
- cooperative development and implementation of operational policies, processes and practices through the provision of expert advisers
- development of the human capital of the PNTL through the establishment of an educational extension facility attached to the PNTL Academy
- enhancement of PNTL accountability and transparency through the provision of expert advisers
- funding of fellowships in Timorese academic and policy institutions to support domestic research and stimulate thought and policy advice on rule of law, and
- provision of resources to eliminate barriers to progress and to take advantage of opportunities to accelerate police development with particular emphasis on community involvement and broader security sector reform.

Component 1.6.2: Pacific Police Development Program

Component 1.6.2 objective

The Pacific Police Development Program supports socioeconomic development and improved regional security by enhancing the effectiveness of, and public confidence in, Pacific police.

Component 1.6.2 deliverables

The Pacific Police Development Program provides capacity development and development assistance to Nauru, Samoa and Papua New Guinea. The program also incorporates a multilateral program of support to all other members of the Pacific Island Forum, with the exception of Fiji. The principal deliverable is to establish a robust policing capability in the Pacific region.

Component 1.6.3: Regional Assistance Mission to Solomon Islands

Component 1.6.3 objective

The Regional Assistance Mission to Solomon Islands, through the Participating Police Force, is focused on strategic capacity development of the Royal Solomon Islands Police Force.

Component 1.6.3 deliverables

Capacity development of the Royal Solomon Islands Police Force, including;

- police accommodation
- improvement of literacy and numeracy skills
- change management, and
- provision of targeted training programs.

Component 1.6.4: Pakistan: Law Enforcement and Transnational Crime

Component 1.6.4 objective

This program seeks to

- increase the investigative and forensic capacity of Pakistan law enforcement agencies
- increase the AFP's ability to collect and exchange criminal and forensic intelligence, and
- enhance the ability of Pakistan authorities to conduct joint and multi-agency investigations to disrupt terrorist activity.

Component 1.6.4 deliverables

- Establish a Pakistani Transnational Crime Team.
- Develop a forensic capability within Pakistani law enforcement agencies.

Component 1.6.5: Enhanced AFP and Regional Capability to Combat People Smuggling

Component 1.6.5 objective

This measure aims to counter the ongoing increase in people smuggling transiting through Asia by further enhancing the AFP's capacity in Australia and in the region, as well as addressing additional resource or capability gaps in partner law enforcement agencies in transit countries.

Enhanced Indonesian National Police Technical and Surveillance Capability

- The objective of this measure is provide the Indonesian National Police with the specialist equipment and support it needs to penetrate the increasingly secure and more sophisticated people smuggling operations coming out of Indonesian ports.
- Australia relies heavily on the goodwill and cooperation of Indonesian authorities to detect and prevent people smuggling ventures launching from Indonesia, the departure point for most ventures targeting Australia. The AFP relies on the Indonesian National Police (INP) to conduct physical or technical surveillance to detect possible ventures. The INP only carries out such prevention activities on a voluntary basis as people smuggling is not a criminal offence in Indonesia. In addition, the INP lacks the necessary equipment to investigate and collect intelligence on people smuggling activity.

Regional Capability to Combat People Smuggling

- The AFP seeks to engage local law enforcement agencies within Indonesia, to examine opportunities to undertake covert undercover investigations or intelligence collection against organisers of people smuggling ventures for prosecutorial purposes.
- The funding of such investigations is required to ensure a level of priority is given to people smuggling issues within these jurisdictions.

Component 1.6.5 deliverables

Enhanced INP Technical and Surveillance Capability

- Establish physical surveillance teams with enhanced technical surveillance equipment and capability in both INP headquarters and priority provinces. These teams will assist in the detection, investigation and disruption of people smuggling activity in Indonesia.
- Enhance connectivity between sub-provincial police and INP headquarters; establish a People Smuggling Analysis Team in INP headquarters; and provide a Technical Operations Centre in INP headquarters, providing a coordinated approach to detection, investigation and disruption of people smuggling activity in Indonesia.

Regional Capability to Combat People Smuggling

- Support training of INP officers to undertake undercover investigations in accordance with agreed standards to ensure safety and security of INP officers while identifying avenues for intelligence collection to support people smuggling prevention and investigation opportunities.
- Support the establishment of a new team by providing office accommodation, equipment and transport.

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

Outcome 2 budgeted expenses and resources

Outcome 2 reflects the AFP’s community policing services in the ACT. ACT community policing services are provided in accordance with a Policing Arrangement between the Commonwealth and ACT governments. The Policing Arrangement is for a period of five years and was last approved on 14 June 2006. The Policing Arrangement provides for an annually negotiated Purchase Agreement between the AFP and the ACT Government, which defines annual community policing objectives. ACT community policing services are provided for under Section 8 of the *AFP Act*.

The primary aim for Outcome 2 is the provision of a community policing capacity to the ACT Government. AFP activities in this regard include public order and community confidence, investigations, road safety, traffic enforcement, prosecution and judicial support and the provision of information services.

Table 2.1 provides an overview of the total expenses for Outcome 2, by program.

Table 2.1: Budgeted expenses and resources for Outcome 2

	2008–09 Estimated actual expenses (\$'000)	2009–10 Estimated expenses (\$'000)
Outcome 2: A safe and secure environment through policing activities on behalf of the Australian Capital Territory Government		
Program 2.1: ACT community policing		
Departmental expenses		
Revenues from independent sources (section 31)	124,418	132,872
Expenses not requiring appropriation in the Budget year	5,623	5,623
Total expenses for Outcome 2	130,041	138,495
	2008–09	2009–10
Average staffing level (number)	922	904

Note: Allocation of departmental expenses to programs is notional and based on attribution models maintained by the AFP.

Section 3: Explanatory tables and budgeted financial statements

Section 3 presents explanatory tables and budgeted financial statements that provide a comprehensive snapshot of agency finances for the Budget year 2009–10. It explains how Budget plans are incorporated into the financial statements and provides further details of the reconciliation between appropriations and program expenses, movements in administered funds, special accounts and government Indigenous expenditure.

3.1 EXPLANATORY TABLES

3.1.1 Movement of administered funds between years

Administered funds can be provided for a specified period, for example under annual Appropriation Acts. Funds not used in the specified period are subject to review by the Minister for Finance and Deregulation, and may be moved to a future period, in accordance with provisions in legislation. Table 3.1.1 shows the movement of administered funds approved since the 2008–09 Additional Estimates.

Table 3.1.1: Movement of administered funds between years

Movements of funding between years	(\$'000)
Outcome 1—Program 1.6 ¹	2,036

1. Implementation of specific elements of the Pacific Police Development Program.

3.1.2 Special accounts

Special accounts provide a means to set aside and record amounts used for specified purposes. Special accounts can be created by a Finance Minister’s Determination under the *Financial Management and Accountability Act 1997* or under separate enabling legislation. Table 3.1.2 shows the expected additions (receipts) and reductions (payments) for each account used by the AFP.

Table 3.1.2: Estimates of special account cash flows and balances

		Opening balance 2009–10 2008–09	Receipts 2009–10 2008–09	Payments 2009–10 2008–09	Closing balance 2009–10 2008–09
	Outcome	(\$'000)	(\$'000)	(\$'000)	(\$'000)
AFP Asia/Pacific Group on Money Laundering—s 20 FMA Act det 2006/81 (D)	1	744	2,096	2,035	805
Services for Other Governments and Non-agency Bodies—s 20 FMA Act det 1997/01(D) ¹	1	3,140	6,071	6,000	3,211
	1	3,640	6,044	6,544	3,140
Total special accounts 2009–10 Budget estimate		3,884	8,167	8,035	4,016
Total special accounts 2008–09 estimate actual		4,323	8,140	8,579	3,884

(D) = Departmental.

FMA Act = *Financial Management and Accountability Act 1997*.

1. The Services for Other Governments and Non-agency Bodies Account comprises the following accounts:

- AFP Official National Police Memorial Exempt SPM Trust Account
- AFP Trust Account – Australia Disaster Victim Identification Committee, and
- the Australian Institute of Police Management.

3.1.3 Australian Government Indigenous Expenditure

The AFP’s contribution to Australian Government Indigenous expenditure is outlined in table 3.1.3 below. The majority of this expenditure relates to the AFP’s involvement in the Northern Territory Emergency Response, including the initial Australian Government response to address violence and child abuse in Indigenous communities. It also includes activities to promote Indigenous employment in the AFP and community policing strategies in the Australian Capital Territory with regard to Indigenous crime prevention.

Table 3.1.3: Australian Government Indigenous Expenditure (AGIE)

Outcome	Appropriations			Total Appropriation (\$'000)	Program
	Bill No. 1 (\$'000)	Bill No. 2 (\$'000)	Special Appropriation (\$'000)		
Outcome 1					
Departmental 2009–10	19,563	–	–	19,563	All
<i>Departmental 2008–09</i>	<i>11,438</i>	–	–	<i>11,438</i>	<i>All</i>
Total AGIE 2009–10	19,563	–	–	19,563	–
Total AGIE 2008–09	11,438	–	–	11,438	–

3.2 BUDGETED FINANCIAL STATEMENTS

3.2.1 Differences in agency resourcing and financial statements

There is no significant difference between the agency resourcing and financial statements.

3.2.2 Analysis of budgeted financial statements

Departmental

Income statement

The AFP is forecasting a deficit for 2008–09 of \$24.677m. This relates to an increase in the value of employee provisions recognised during 2008–09 due to the fall in the 10-year government bond rate.

Revenue

Total revenue for 2009–10 is estimated to be \$1,361.468m, a net increase of \$34.592m from the previously published estimate of \$1,326.876m in the 2008–09 Portfolio Budget Statements. The total revenue for 2009–10 is also estimated to be \$111.964m higher than the total revenue for 2008–09.

The changes in AFP revenues relate to measures agreed to by government in the 2009–10 Budget and prior year Budgets, changes associated with updated wage and cost indices and other changes in revenue estimates. A summary of measures agreed to in the 2009–10 Budget is provided at table 1.2.

The AFP's total appropriation for 2009–10 is \$1,111.837m. More than 60% relates to measures that are tied to specific Budget measures and are either lapsing or terminating during the period of the forward estimates. Additionally, a substantial portion of AFP funding associated with aviation and international deployment is provided under no win, no loss arrangements.

Expenses

Total expenses in 2009–10 are estimated to be \$1,361.468m, an increase of \$34.592m from the previously published estimate of \$1,326.876m. This reflects expenditure adjustments relevant to the changes discussed above.

Balance sheet

The AFP's estimated 2009–10 net asset position is \$551.258m.

The AFP balance sheet includes \$529.890m of non-financial assets primarily related to land and buildings and infrastructure, plant and equipment. The AFP's major liability continues to be employee provisions, which are estimated to be \$210.176m in 2009–10.

Capital budget

The AFP's estimated 2009–10 capital budget of \$225.788m represents a net increase of \$117.357m. This budget incorporates capital measures, as outlined in table 1.2, as well as the AFP internally funded capital program. The AFP internally funded capital program includes expenditure associated with the fit-out of the new AFP headquarters at the Edmund Barton Building in Canberra.

Statement of cash flows

The statement of cash flows sets out the net cash received from operating activities, investments in assets (as reflected in the acquisition of non-financial assets) and financing activities in the form of equity injections from government. Projected cash flows take into account the need to maintain staffing capabilities, wage cost increases and the capacity to cover asset replacements.

Administered

Schedule of budgeted revenues and expenses

The AFP's estimated 2009–10 schedule of budgeted revenues and expenses of \$33.522m represents a net increase of \$16.803m from the previously published estimate. This increase is attributable to funding for new measures presented in table 1.2, administered movement of funds presented in table 3.1.1 and wage and cost indices.

3.2.3 Budgeted financial statements tables

Departmental

Table 3.2.1: Budgeted departmental comprehensive income statement (for the period ended 30 June)

	Estimated actual 2008–09 (\$'000)	Budget estimate 2009–10 (\$'000)	Forward estimate 2010–11 (\$'000)	Forward estimate 2011–12 (\$'000)	Forward estimate 2012–13 (\$'000)
EXPENSES					
Employee benefits	732,812	771,570	762,787	774,590	778,712
Suppliers	462,176	499,771	425,925	431,845	432,349
Depreciation and amortisation	72,969	83,903	103,174	116,733	126,726
Write-down and impairment of assets	43	43	43	43	43
Other	6,181	6,181	6,181	2,931	1,529
Total expenses	1,274,181	1,361,468	1,298,110	1,326,142	1,339,359
LESS:					
OWN-SOURCE INCOME					
Revenue					
Sale of goods and rendering of services	238,695	243,667	240,494	245,501	250,707
Total revenue	238,695	243,667	240,494	245,501	250,707
Gains					
Other gains	5,964	5,964	5,964	5,964	6,038
Total gains	5,964	5,964	5,964	5,964	6,038
Total own-source income	244,659	249,631	246,458	251,465	256,745
Net cost of (contribution by) services	(1,029,522)	(1,111,837)	(1,051,652)	(1,074,677)	(1,082,614)
Appropriation revenue	1,004,845	1,111,837	1,051,652	1,074,677	1,082,614
Surplus (deficit)	(24,677)	–	–	–	–
Surplus (deficit) attributable to the Australian Government*	(24,677)	–	–	–	–

Prepared on Australian Accounting Standards basis.

Table 3.2.2: Budgeted departmental balance sheet (as at 30 June)

	Estimated actual 2008–09 (\$'000)	Budget estimate 2009–10 (\$'000)	Forward estimate 2010–11 (\$'000)	Forward estimate 2011–12 (\$'000)	Forward estimate 2012–13 (\$'000)
ASSETS					
Financial assets					
Cash and cash equivalents	5,628	5,074	5,206	5,338	5,470
Trade and other receivables	393,598	317,271	238,946	256,685	279,618
Other	4,896	4,907	4,918	4,918	4,918
Total financial assets	404,122	327,252	249,070	266,941	290,006
Non-financial assets					
Land and buildings	168,725	275,873	321,757	330,573	317,089
Infrastructure, plant and equipment	171,558	198,381	236,104	226,452	196,564
Inventories	3,166	3,166	3,166	3,166	3,100
Intangibles	33,405	41,319	51,955	44,678	39,304
Other	11,151	11,151	11,151	11,151	11,500
Total non-financial assets	388,005	529,890	624,133	616,020	567,557
Total assets	792,127	857,142	873,203	882,961	857,563
LIABILITIES					
Provisions					
Employees	199,676	210,176	220,676	231,176	239,707
Other	10,798	19,798	19,798	19,798	21,000
Total provisions	210,474	229,974	240,474	250,974	260,707
Payables					
Suppliers	63,493	65,933	68,471	71,110	45,094
Other	9,977	9,977	9,977	9,977	8,496
Total payables	73,470	75,910	78,448	81,087	53,590
Total liabilities	283,944	305,884	318,922	332,061	314,297
Net assets	508,183	551,258	554,281	550,900	543,266
EQUITY*					
Parent entity interest					
Contributed equity	531,079	582,994	596,682	604,165	611,278
Reserves	17,894	17,894	17,894	17,894	17,894
Retained surpluses or accumulated deficits	(40,790)	(49,630)	(60,295)	(71,159)	(85,906)
Total parent entity interest	508,183	551,258	554,281	550,900	543,266
Total equity	508,183	551,258	554,281	550,900	543,266
Current assets	418,439	341,569	263,387	281,258	304,606
Non-current assets	373,688	515,573	609,816	601,703	552,957
Current liabilities	254,698	274,378	286,073	297,859	281,924
Non-current liabilities	29,246	31,506	32,849	34,202	32,373

* 'Equity' is the residual interest in assets after deduction of liabilities.

Prepared on Australian Accounting Standards basis.

**Table 3.2.3: Budgeted departmental statement of cash flows
(for the period ended 30 June)**

	Estimated actual 2008–09 (\$'000)	Budget estimate 2009–10 (\$'000)	Forward estimate 2010–11 (\$'000)	Forward estimate 2011–12 (\$'000)	Forward estimate 2012–13 (\$'000)
OPERATING ACTIVITIES					
Cash received					
Goods and services	241,351	268,037	265,015	270,398	289,291
Appropriations	1,030,720	1,197,633	1,129,978	1,056,938	1,045,724
Net GST received	22,573	24,299	18,356	18,426	16,986
Other	52	–	–	–	–
Total cash received	1,294,696	1,489,969	1,413,349	1,345,762	1,352,001
Cash used					
Employees	723,970	761,069	752,287	764,090	770,181
Suppliers	457,636	540,560	460,355	466,608	495,145
Cash to the Official Public Account	3,671	8,840	10,665	10,864	14,747
Other	10,525	6,181	6,181	2,931	929
Total cash used	1,195,802	1,316,650	1,229,488	1,244,493	1,281,002
Net cash from (used by) operating activities	98,894	173,319	183,861	101,269	70,999
INVESTING ACTIVITIES					
Cash used					
Purchase of property, plant and equipment	224,951	225,788	197,417	108,620	77,980
Total cash used	224,951	225,788	197,417	108,620	77,980
Net cash from (used by) investing activities	(224,951)	(225,788)	(197,417)	(108,620)	(77,980)
FINANCING ACTIVITIES					
Cash received					
Appropriations—contributed equity	127,336	51,915	13,688	7,483	7,113
Total cash received	127,336	51,915	13,688	7,483	7,113
Net cash from (used by) financing activities	127,336	51,915	13,688	7,483	7,113
Net increase (decrease) in cash held	1,279	(554)	132	132	132
Cash at beginning of reporting period	4,349	5,628	5,074	5,206	5,338
Cash at end of reporting period	5,628	5,074	5,206	5,338	5,470

Prepared on Australian Accounting Standards basis.

Table 3.2.4: Departmental statement of changes in equity—summary of movement (Budget year 2009–10)

	Retained earnings (\$'000)	Asset revaluation reserve (\$'000)	Contributed equity/ capital (\$'000)	Total equity (\$'000)
Opening balance as at 1 July 2009				
Balance carried forward from previous period	(40,790)	17,894	531,079	508,183
Income and expenses				
Surplus (deficit) for the period	–	–	–	–
Total income and expenses	–	–	–	–
Transactions with owners				
Amount (to)/from the Official Public Account (OPA)				
Cash transfers to the OPA	(8,840)	–	–	(8,840)
Contribution by owners				
Appropriation (equity injection)	–	–	44,087	44,087
Other	–	–	7,828	7,828
Sub-total transactions with owners	(8,840)	–	51,915	43,075
Estimated closing balance as at 30 June 2010	(49,630)	17,894	582,994	551,258

Prepared on Australian Accounting Standards basis.

Table 3.2.5: Departmental capital budget statement

	Estimated actual 2008–09 (\$'000)	Budget estimate 2009–10 (\$'000)	Forward estimate 2010–11 (\$'000)	Forward estimate 2011–12 (\$'000)	Forward estimate 2012–13 (\$'000)
CAPITAL APPROPRIATIONS					
Total equity injections	127,336	51,915	13,688	7,483	7,133
Appropriation of previous year accrued revenue	–	3,084	–	–	–
Total capital appropriations	127,336	54,999	13,688	7,483	7,133
Represented by:					
Purchase of non-financial assets	127,336	51,915	13,688	7,483	7,113
Other	–	3,084	–	–	–
Total represented by	127,336	54,999	13,688	7,483	7,113
ACQUISITION OF NON-FINANCIAL ASSETS					
Funded by capital appropriations	127,336	51,915	13,688	7,483	7,113
Funded internally from departmental resources ¹	97,615	173,873	183,729	101,137	70,867
TOTAL	224,951	225,788	197,417	108,620	77,980

Prepared on Australian Accounting Standards basis.

- Includes the following sources of funding:
 - annual and prior year appropriations
 - s 31 relevant agency receipts, and
 - proceeds from the sale of assets.

Table 3.2.6: Statement of departmental asset movements (2009–10)

	Land (\$'000)	Buildings (\$'000)	Other infrastructure, plant & equipment (\$'000)	Intangibles (\$'000)	Total (\$'000)
As at 1 July 2009					
Gross book value	132	218,908	225,034	66,790	510,864
Accumulated depreciation/ amortisation	–	50,315	53,476	33,385	137,176
Opening net book balance	132	168,593	171,558	33,405	373,688
CAPITAL ASSET ADDITIONS					
Estimated expenditure on new or replacement assets					
By purchase or internally developed	–	122,030	87,822	15,936	225,788
Sub-total	–	122,030	87,822	15,936	225,788
Depreciation/amortisation expense	–	14,882	60,999	8,022	83,903
As at 30 June 2010					
Gross book value	132	340,938	312,856	82,726	736,652
Accumulated depreciation/ amortisation	–	65,197	114,475	41,407	221,079
Closing net book balance	132	275,741	198,381	41,319	515,573

Prepared on Australian Accounting Standards basis.

Administered

Table 3.2.7: Schedule of budgeted income and expenses administered on behalf of government (for the period ended 30 June)

	Estimated actual 2008–09 (\$'000)	Budget estimate 2009–10 (\$'000)	Forward estimate 2010–11 (\$'000)	Forward estimate 2011–12 (\$'000)	Forward estimate 2012–13 (\$'000)
INCOME ADMINISTERED ON BEHALF OF GOVERNMENT					
Total income administered on behalf of government	–	–	–	–	–
EXPENSES ADMINISTERED ON BEHALF OF GOVERNMENT					
Suppliers	7,652	33,522	25,883	24,761	10,466
Total expenses administered on behalf of government	7,652	33,522	25,883	24,761	10,466

Prepared on Australian Accounting Standards basis.

**Table 3.2.9: Schedule of budgeted administered cash flows
(for the period ended 30 June)**

	Estimated actual 2008–09 (\$'000)	Budget estimate 2009–10 (\$'000)	Forward estimate 2010–11 (\$'000)	Forward estimate 2011–12 (\$'000)	Forward estimate 2012–13 (\$'000)
OPERATING ACTIVITIES					
Cash used					
Suppliers	7,652	33,522	25,883	24,761	10,466
Total cash used	7,652	33,522	25,883	24,761	10,466
Net cash from (used by) operating activities					
	(7,652)	(33,522)	(25,883)	(24,761)	(10,466)
Cash at beginning of reporting period	–	–	–	–	–
Cash from Official Public Account for: appropriations	7,652	33,522	25,883	24,761	10,466
Cash at end of reporting period	–	–	–	–	–

Prepared on Australian Accounting Standards basis.

3.2.4 Notes to the financial statements

Basis of accounting

The budgeted financial statements have been prepared on an accrual basis, in accordance with historical cost convention and consistent with Australian Accounting Standards.

Departmental

Revenue from government

Amounts appropriated are recognised as revenue, 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.

Employee expenses

Employee expenses consist of salaries, leave entitlements, redundancy expenses, superannuation and non-salary benefits.

Supplier expenses

Supplier expenses consist of administrative costs, consultants' costs, travel expenses and property operating expenses.

Cash

Cash includes notes and coins held and any deposits held at call with a bank or other financial institution.

Assets

Assets are made up of cash, receivables, leasehold improvements, and plant and equipment. All assets are held at fair value.

Liabilities

Liabilities are made up of employee salary and leave entitlement, property lease make-good provisions and amounts owed to creditors.

Administered

Revenues

All administered revenues relate to the core operating activities performed by the department on behalf of the Australian Government.

Supplier expenses

Supplier expenses consist of administrative costs, consultants' costs, travel expenses and property operating expenses.