



AUSTRALIAN
**CRIMINAL
INTELLIGENCE
COMMISSION**

**CONNECT
DISCOVER
UNDERSTAND
RESPOND**

**2018–19 to 2021–22
CORPORATE PLAN**

CEO FOREWORD

As the Accountable Authority of the Australian Criminal Intelligence Commission (ACIC), I am pleased to present our 2018–19 to 2021–22 corporate plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Our corporate plan reflects our functions as set out in the *Australian Crime Commission Act 2002*, integrates with our Planning Framework and represents the implementation of the *ACIC Strategic Plan 2018–23*, which was endorsed by the ACIC Board in 2018.

This plan has been prepared for the 2018–19 reporting year and covers the four-year period from 1 July 2018 to 30 June 2022.



Michael Phelan APM
Chief Executive Officer
Australian Criminal Intelligence Commission

VISION

Our vision is for a safer Australia that is better connected, informed and capable of responding to crime.

The *Australian Criminal Intelligence Commission Corporate Plan 2018–19 to 2021–22* is the principal planning document for the agency.

The ACIC Board—comprising heads of Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies—is responsible under the *Australian Crime Commission Act 2002* for providing strategic direction to our agency. It does this, in part, through its endorsement of our high-level **Strategic Plan 2018–23**.

Guided by the strategic objectives and approach of the Strategic Plan, the Chief Executive Officer of the ACIC, as the Accountable Authority, develops this annual corporate plan to define the strategies and planned performance to achieve our purpose for the current year and following three years.

This Corporate Plan *2018–19 to 2021–22* meets the requirements of the *Public Governance, Performance and Accountability Act 2013* and comprises the following elements.

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VISION

A safer Australia that is better connected, informed and capable of responding to crime.

PURPOSE/MISSION

To make Australia safer through improved national ability to discover, understand and respond to current and emerging crime, including the ability to connect police and law enforcement to essential criminal intelligence, policing knowledge and information through collaborative national information systems and services.

WHAT WE DO

LEAD CRIMINAL INTELLIGENCE CAPABILITY AND DELIVERY	NATIONAL CRIMINAL INTELLIGENCE AND INFORMATION SERVICES
<ul style="list-style-type: none"> ■ We exemplify leading edge criminal intelligence tradecraft and provide a centre of excellence for national practitioners. ■ We utilise coercive powers (through our special investigations and special operations) to collect criminal intelligence on federally relevant crime where traditional law enforcement has not been, or is unlikely to be, successful. ■ We collect, correlate and analyse criminal information to drive strategies, with our partners, to target the highest criminal threats to Australia. ■ We consolidate and analyse the national picture so our strategic intelligence assessments and insights inform national and transnational responses to crime threats. 	<ul style="list-style-type: none"> ■ We provide national criminal information and intelligence services to over 70,000 police officers and other accredited users on a daily basis to keep them, and the Australian community safe. ■ We design and develop new and enhanced services to meet the needs of our multiple stakeholders, across a federated and complex law enforcement technology environment. ■ We protect and secure the information entrusted to us, and maximise the value of these national holdings for our partners. ■ We build the national picture of crime across Australia by providing a repository for national partners to contribute and share criminal information and intelligence. ■ We provide innovative platforms and services to enable intelligence sharing, access and collaboration between national partners. ■ We facilitate access to accurate and timely background checks to inform decision-making and improve community safety.

HOW WE DO IT

ALWAYS IN PARTNERSHIP	HIGHLY CAPABLE PEOPLE
<ul style="list-style-type: none"> ■ We strive to be the ‘partner of choice’ for all facets of criminal intelligence practice. ■ We support the efforts of our wide range of partners to respond to crime; all Australian governments, state and territory agencies and police forces, international partners, the private sector, industry and academia. 	<ul style="list-style-type: none"> ■ We invest in the development of our professional workforce. ■ We encourage our people to be innovative, agile and to engage with risk. ■ We value diversity in our staff and foster a respectful workplace and culture that upholds the Australian Public Service values.

OUR APPROACH

We **CONNECT**, **DISCOVER** and **UNDERSTAND** to improve the national ability to **RESPOND** to crime impacting Australia.

CONNECT

We are a conduit between the states and territories and Commonwealth for the sharing of criminal information and intelligence. We facilitate deconfliction and collaboration among partners. We develop and maintain innovative national information and intelligence sharing services.

DISCOVER

We generate and collect intelligence about new and emerging serious and organised crime.

We integrate and analyse all available information to discover new crime threats.

UNDERSTAND

Our role as the national criminal intelligence hub enables us to create a full and enriched national picture of crime.

Our strategic intelligence assessments and insights inform national decision-making on crime.

RESPOND

Prevent

Our information services inform and protect police, the community and potential victims of crime. We work with our partners to make it harder for criminals to operate by informing legislative change and preventative strategies.

Disrupt and Protect

We provide critical intelligence contributions to partners that drives the disruption, disabling and dismantling of serious and organised criminal enterprises. We provide police with timely access to police information when they are investigating crime and safeguarding the community.

ACIC SPECIAL POWERS

The Australian Parliament has legislated to provide the ACIC with special powers for investigation of sophisticated serious and organised crime. These powers can only be used for the purpose of an ACIC Board approved special investigation or special operation. Broadly speaking, the Board can only give its approval if methods of investigation and of collecting criminal intelligence that are otherwise available have not been, or are unlikely to be, effective.¹

These special powers include enabling an Examiner (a statutory appointee) to:

- summon a person to appear to provide information, and to produce documents or other things;
- by a notice in writing, require a person to produce documents or things specified in the notice.

We collect information and intelligence using these powers to assist in achieving our purpose.

¹ ACC Act s 7C(2) and (3).

ENVIRONMENT

The ACIC operates in a complex environment. Looking ahead over the four years covered by this plan, our agency is affected by three key environmental factors that include issues that are outside our full control:

- criminal environment
- stakeholder environment
- governance environment.

CRIMINAL ENVIRONMENT

The ACIC purpose is to ‘...**improve the national ability to respond to crime impacting Australia**’. We achieve this purpose by working with our national and international partners. An important aspect of our contribution is providing strategic criminal intelligence analysis of the criminal environment and building a deep understanding of the key criminal threats Australia needs to respond to over the coming four years. We have observed that the criminal threats that impact on Australia have been, and are likely to be largely consistent over time; however we remain vigilant to discover and understand emerging threats and opportunities to respond. Significant threats are outlined below.

Australia is subject to significant **transnational criminal threats**. In the global economy, Australia is a prosperous nation, with relatively high levels of personal and household wealth compared to some other countries, making it an attractive target for crime. Serious organised crime costs Australia A\$36 billion per year² and our intelligence indicates that 70 per cent of the highest risk criminals targeting Australia are based offshore or have strong offshore links.

We are focusing on building our capability to work with our partners both internationally and domestically to target and disrupt significant transnational targets, including their Australian operations. Identifying and assessing those targets that represent the **highest threat** is an important component, as is the development of intelligence-led strategies to ensure an effective coordinated response.

The criminal threats that impact on Australia have been largely consistent over time. Most criminals are motivated by money, so **financial crimes** and **money laundering** remain enduring threats. Similarly, **illicit drug markets** are enduring, with our National Wastewater Drug Monitoring Program conservatively indicating people in Australia are consuming over 8,000 kilograms of methylamphetamine; 3,000 kilograms of cocaine, 1,200 kilograms of MDMA³ and 750 kilograms of heroin each year.⁴ These illicit drug markets generate significant profits for serious and organised criminals and cause high levels of harm to the Australian community.

The threats from violent and organised **criminal gangs**, including outlaw motorcycle gangs, and the harm to the community from the illegal importation, trafficking, diversion and criminal use of **illicit firearms** are longstanding and require a coordinated response from law enforcement.

Terrorism threats impact Australians abroad as well as at home. Some Australians support terrorism groups by sending funds. Also terrorist cells seek to recruit Australians into their radical organisations. We will continue to focus on the changes in the national security environment and the nexus to serious and organised crime. Improved provision and timeliness of relevant criminal information and intelligence to ‘first responders’, particularly to terrorism incidents, remains a focus for the current and future years.

Cybercrime is a considerable and growing threat to Australian businesses, governments and individuals. The cybercrime threat from international and domestic serious and organised crime groups is increasingly complex and criminal attacks such as ransomware campaigns are expected to grow over the coming years.⁵ Due to the international nature of the threat, we must work with our international and domestic partners to respond to it effectively.

Criminals will continually seek opportunities to make profits and exploit vulnerabilities in existing or new markets, so we maintain a vigilant watch for global trends and **emerging criminal threats** to Australia, to ensure we are well placed to respond. Current examples include growing **illicit sales of tobacco** and criminal exploitation of **offshore unregulated gambling** and criminal exploitation of **Australia’s visa and migration system**. We will contribute criminal intelligence and capability to the inter-agency strategies against these threats in 2018–19 and in the forward years.

2 <https://www.acic.gov.au/publications/intelligence-products/costs-serious-and-organised-crime-australia>. We estimated that organised crime cost Australia \$36 billion in 2013–14. This included \$21 billion in direct serious and organised crime costs and \$15 billion in prevention and response costs. We anticipate releasing an updated figure in the coming year.

3 3,4-methylenedioxyamphetamine

4 <https://acic.govcms.gov.au/sites/g/files/net3726/f/nwdmp4snapshot.pdf?v=1522809623>

5 https://www.acsc.gov.au/publications/ACSC_Threat_Report_2017.pdf

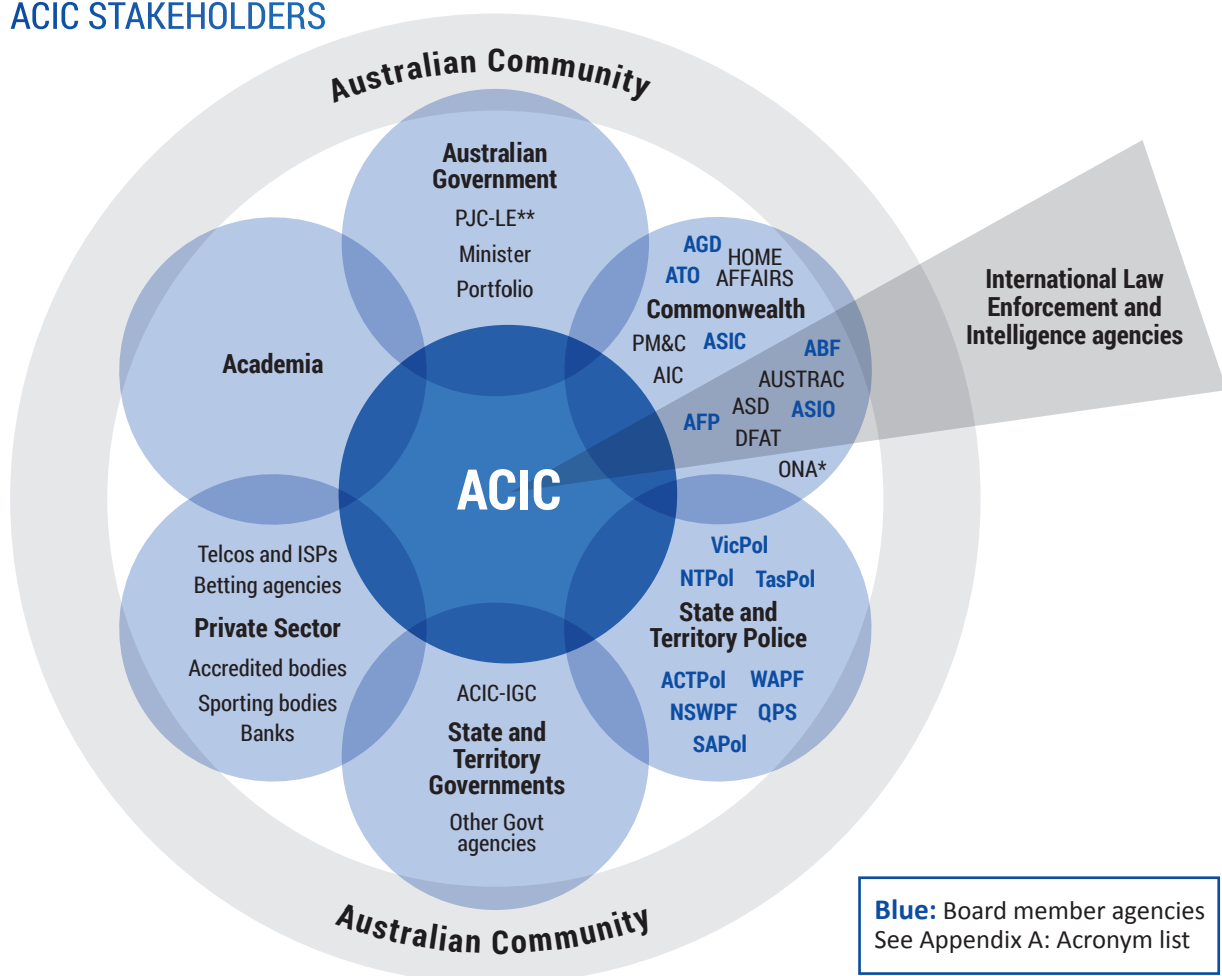
Globalisation and access to increasingly advanced technology continue to change the way crimes are committed. The rapid uptake across the world of high bandwidth, **high data volume** and secure **encrypted communications** serves to strengthen the concealment of criminal identities and illicit activities. This technology is attractive to criminals as it can provide anonymity, obfuscate activities and locations, and increase their global reach by connecting them to potential victims and information around the world, including victims based in Australia.

The ability to work with our partners to investigate and disrupt criminal activity across different crime types relies on our capability to collect intelligence and information on criminal activities, including through **lawful surveillance and monitoring of criminal communications**. As a result, the use by criminals of these advanced technological capabilities poses critical challenges for law enforcement and we will respond to the challenge in multiple ways over the life of this plan to ensure we continue to be effective in this changing environment. As we target those criminals who seek to infiltrate private information for their criminal endeavours, at the same time, we remain cognisant of the privacy expectations of our stakeholders and laws that govern information protection and privacy.

Criminals can take advantage of vulnerabilities to infiltrate organisations to commit crimes. Organisations need to make informed decisions about the suitability of applicants for positions of trust. We partner with Australian police agencies to provide the **National Police Checking Service (NPCS)**. The service facilitates controlled access to an individual’s disclosable police history from all Australian police jurisdictions. Ensuring this service meets Australia’s needs is a priority. We are currently working with our partners to strengthen and improve this capability.

In addition to these significant threats to Australia, law enforcement agencies also protect the community and investigate a broad range of criminality. We are responsible for providing police with timely access to relevant national information, including biometrics, firearms, ballistics, vehicles, cybercrime, child exploitation and police reference information to support effective policing to safeguard the community against all crime threats.

ACIC STAKEHOLDERS



*The Office of National Assessments (ONA) is anticipated to transition to the Office of National Intelligence (ONI) in 2018 as outlined in the *2017 Independent Intelligence Review*.

** It is anticipated that the ACIC will also be subject to the oversight of the Parliamentary Joint Committee on Intelligence and Security.

STAKEHOLDER ENVIRONMENT

The responsibility to make Australia safer, and to reduce the impact of crime, is shared by many federal, state and territory government departments, as well as by policing, law enforcement and intelligence agencies and other entities. We make an important contribution and work closely with a wide range of stakeholders to maximise the impact of our joint contributions; however, overall achievement against this outcome is not within the direct control or influence of the ACIC. Our aim is to be the criminal intelligence ‘partner of choice’ with all our stakeholders, in that they choose to work with us on every criminal intelligence matter, as they know that our joint endeavours will have a better outcome, and keep Australia safer.

The creation of the Home Affairs portfolio provides us with opportunities to contribute to sustained, aligned and joint agency activity with our Commonwealth portfolio partners and create a **centre of excellence for criminal intelligence**. The ACIC role within the National Intelligence Community as the national criminal intelligence agency will further enhance these opportunities. We also connect state and territory police with portfolio and other key Commonwealth agencies, providing an important link that enables and strengthens national responses to crime.

Police and law enforcement continue to be challenged by criminals moving between jurisdictions and diversifying their criminal activities. As we are the conduit for sharing criminal information and intelligence between all state and territory and Commonwealth law enforcement agencies, we have an important role in brokering access to **increasing national policing and criminal information and intelligence holdings**. Our stakeholders’ requirements are also evolving. Our users need the information from multiple systems and sources to be aggregated, deconflicted, easily searched, accessed, including through hand-held devices. **Analytical and searching tools** are also needed to more effectively manage the increasing amounts of available information. These stakeholder needs have driven our future plans to create a truly national, comprehensive criminal intelligence system (see page 19) that will enable police across the nation to de-conflict their investigations, and work more collaboratively, when criminals are active in more than one jurisdiction. These changes to the way information is managed and shared will be made consultatively, to ensure that all contributing agencies’ responsibilities for protecting data and personal privacy are properly undertaken and facilitated.

There is an increasing demand for our National Police Checking Service across government bodies, not-for-profit organisations and the private sector. There are also proposals that will be considered to strengthen background checking regimes to ensure that individuals with links to serious and organised crime cannot gain access to our airports, ports, and other Commonwealth sites.

These environmental factors will influence the way we plan, design and enhance our information systems and services, deliver our criminal intelligence activities and be a partner of choice to our many partners.

GOVERNANCE ENVIRONMENT

Our governance arrangements are principally established through our enabling legislation, the *Australian Crime Commission Act 2002*, which was changed in July 2016 to create our current role and identity as the Australian Criminal Intelligence Commission.

We are an independent statutory agency accountable to the Minister for Home Affairs as part of the Home Affairs Portfolio, which commenced in December 2017. The portfolio brings together multiple federal agencies including law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs, and immigration and border related functions.⁶

In the coming year, and over the life of this plan, we will be working with our portfolio partners in our current planned activities to respond to crime threats, and to evolve the linkages and new opportunities the new portfolio presents, while maintaining our critical links to states and territories through our unique national role. We anticipate that reviews being taken within the department and decisions arising from these may impact the role the ACIC undertakes within the portfolio in the coming year and beyond. Should any of these changes be material, this plan will be updated accordingly.

We are responsible as a government agency for responding to and delivering on government policy priorities, and we note that these may change over the four year life of this plan.

The ACIC Board is responsible for providing strategic direction to our agency. The Board also:

- enables the use of our special powers through approval of special investigations and special operations into federally relevant criminal activity.
- determines priorities in relation to national policing information systems and services, and provides recommendations to the Minister for investment to improve, maintain and expand these information systems and services.

Engagement with Board agencies also occurs through three capability committees: the Technology Capability Committee, the Law Enforcement Information Capability Committee and the National Criminal Intelligence Capability Committee. These committees provide advice to the CEO regarding these capabilities.

We operate in a complex legal environment governed by a wide range of Commonwealth, state and territory legislation including the *Australian Crime Commission Act 2002* (ACC Act), as well as legislation relating to the exercise of investigative functions, such as the *Telecommunications (Interception and Access) Act 1979*, and *Surveillance Devices Act 2004*. Due to the nature of our business, we operate in a contested environment and are often subject to legal challenge as a normal part of our operations. Delivering national information and intelligence services that interface with a range of partner agencies requires complex and rigorous analysis and compliance arrangements to fulfil all the legislative frameworks that apply.

In the coming year we anticipate our portfolio department (the Department of Home Affairs) will progress law reform, where necessary, particularly in relation to our ability to disclose information and our functions.

The ACC Act is independently reviewed every five years, with the last review occurring during 2015–16 (prior to the reform that created the ACIC). The ACIC is working with Board member agencies to implement priority recommendations arising from the review. The Department of Home Affairs is considering proposals for legislative reform. The next review is scheduled for 2020.

⁶ <https://www.pmc.gov.au/news-centre/pmc/home-affairs-portfolio-established>

HOW WE MEASURE OUR PERFORMANCE

The responsibility for making Australia safer, and reducing the impact of crime, is shared by many Commonwealth, state and territory government departments, policing and law enforcement agencies, and other entities. Overall achievement against this outcome is not always within our direct control or influence.

Ultimately, ‘end of the chain’ disruption activities (such as arrests, seizures and prosecutions) and prevention activities such as policy reform and law reform are usually undertaken by other agencies. Nevertheless, our contributions are directly influential, critical or crucial in some cases. In other cases, our contributions are more strategic or general in nature.

The ACIC has specific responsibilities and functions related to contributing to this shared effort.

The Australian community benefits from our activities, as our efforts (collectively with our partners) lead to a safer Australia. It is not possible to have a definitive measure of the level of Australia’s safety from crime threats. In addition, as noted above, it is currently impossible to directly attribute the results of our activities to any changes observed in national crime statistics.

Our partners also benefit from our activities. This includes the policing, law enforcement and regulatory agencies we collaborate with and provide services, information and intelligence to, in order to support and improve their individual ability, and our collective ability, to make Australia safer.

Our agency’s performance criteria identify the *intended results* of our contribution to, and impact upon, this shared effort.

We acknowledge that it is not possible to effectively measure our performance where the intended benefit of our activity is informing the strategic responses of other agencies to crime threats, as this information is not consistently or routinely recorded or made available by other agencies (although stakeholder surveys may provide a partial indicator). In these circumstances, narrative evidence of our strategic output is used to reflect our performance.

As we work in close partnership with our partners, we are able to systematically collect performance data on how our joint activities have achieved against our shared outcome, and record our contribution to these outcomes. In other circumstances, our intelligence products are provided to a broad range of agencies and we do not always have ‘line of sight’ on their eventual use or impact. We do receive some feedback, but it is currently not systematic. We will be taking steps during the life of the plan to improve this as much as possible, and new initiatives being undertaken, like the planned National Criminal Intelligence System (see page 19) will enable this improvement.

Our information and intelligence systems and services provide value to our stakeholders by enhancing their ability to undertake *their* role in keeping Australia safe. We cannot apportion specific aspects of their performance to our contribution, but we can measure the quality, volume of data provided and reliability of these systems. We also seek to measure the efficiency and effectiveness benefits our partners gained through new and enhanced systems.

Our performance criteria align with our purpose and strategic approach: to **connect**, **discover** and **understand** so Australia can better **respond** to crime threats. Our performance criteria are applied across all our activities to determine the achievement of the agency in delivering its purpose. Due to the interrelated nature of our activities, our activities can achieve multiple types of performance outcomes.⁷

The most tangible and easily understood aspects of our performance are those relating to **respond**, where crime is disrupted or prevented. This performance is based on a framework of previous work to **discover** and **understand** the criminality, to enable the response. It is also underpinned by the vital work to **connect** criminal information and intelligence in undertaking all these activities.

⁷ For example, a single activity can discover new criminal targets and methodologies, provide new insight and national understanding and inform a specific disruptive response or preventative action by another agency. We will connect with partners in undertaking this activity and share the results through our national information and intelligence services.

Some of our strategies are short-term and some are long-term. This means in any reporting period, to provide a true picture of our performance, we must reflect on our contribution across the performance criteria even when some of our work to discover and understand has not yet resulted in a tangible response or outcome for the Australian community.


Each of the performance criteria has a number of measures for efficiency and effectiveness (incorporating a mix of quantitative and qualitative information).


















- Quantitative measures are benchmarked against previous performance with accompanying analysis to provide a basis for assessment.
- Qualitative measures provide evidence demonstrating our effectiveness against the intended result.
- As our stakeholders are important to understanding the effectiveness of our performance, our stakeholder survey results are part of the suite of measures used to assess performance against each criteria. Our survey design enables assessment against specific performance criteria.

Also, the nature of our work, which requires us to adjust our strategies to respond to criminal threats and meet the changing needs of our stakeholders, means it is not appropriate or possible to have set targets or purely quantitative measures. We need to continue to update our measures and methods of capturing our performance to reflect our work and our impact. We are also cognisant of our place in the broader Home Affairs Portfolio and the National Intelligence Community and will seek to align our framework where appropriate.

During 2017–18 we implemented forecast planned improvements to measurement for two performance criteria, scheduled for 2019–20. These were in relation to quantitative measures for our Discover 1 criteria, and measurement of disruptions for our Respond 2A criteria.

PERFORMANCE MEASUREMENT FRAMEWORK 2018–22

	MEASURE APPLIES
	PLANNED MEASURE APPLIES

CONNECT We help our partners by: Providing them with systems and services; Sharing criminal intelligence and information, policing and other relevant information; and Connecting partners to us and each other.					
PERFORMANCE CRITERIA*	MEASURES 2018–19	2019–20	2020–21	2021–22	PLANNED MEASURE IMPROVEMENTS
CONNECT 1 Existing ACIC systems and services are accessible, used and reliable.	Comparative multi-year statistics on systems and services <ul style="list-style-type: none"> Availability, and Usage Stakeholder survey results.		 	 	Improved automated and user feedback regarding system experience.
CONNECT 2 Through effective collaboration, enable the delivery and implementation of new and enhanced ACIC systems and services that satisfies the needs of stakeholders and users.	Demonstrated delivery and implementation of systems and services that satisfies stakeholders and users. Stakeholder survey results.	 	 	 	Post-implementation feedback and benefits realisation studies on new and enhanced national policing systems and services on the usefulness, usability and improvement to capability.
CONNECT 3 The ACIC is sharing increasing volume, breadth and formats (mediums, platforms) of criminal intelligence and information, police information, and other relevant information.	Comparative multi-year statistics on volume and breadth of intelligence and information shared.				
DISCOVER We build the picture of crime impacting Australia by: Collecting information; and Combining information; to discover new areas of national focus.					
PERFORMANCE CRITERIA*	MEASURES 2018–19	2019–20	2020–21	2021–22	PLANNED MEASURE IMPROVEMENTS
DISCOVER 1 The picture of crime impacting Australia is improving because the ACIC is discovering crime threats, vulnerabilities, patterns, methods and trends previously unknown.	Qualitative instances of our discovery of previously unknown crime threats that impact Australia. Quantitative statistics on discovery of previously unknown crime targets. Quantitative statistics on use of special powers—examinations and notices. Stakeholder survey results.				

*Source: Portfolio Budget Statement—Program 1.1

UNDERSTAND		We improve our understanding of the picture of crime impacting Australia by undertaking analysis to guide a better response.			
PERFORMANCE CRITERIA*	Measures 2018–19	2019–20	2020–21	2021–22	PLANNED MEASURE IMPROVEMENTS
UNDERSTAND 1 The understanding of the picture of crime impacting Australia is increasingly more comprehensive, integrated and relevant.	Comparative multi-year statistics on the production of strategic intelligence that creates a more comprehensive integrated and relevant picture of crime. Qualitative instances of our outputs that improve the understanding of crime impacting Australia.	✓	✓	✓	Improve our collection and measurement of performance on how our intelligence products are used by partners.
UNDERSTAND 2 The understanding of the picture of crime impacting Australia is increasingly used to influence strategies and responses to crime.	Qualitative feedback on instances where our understanding has influenced partner responses. Stakeholder survey results.	✓ +	✓ +	✓ +	
RESPOND		We improve the national ability to prevent and disrupt crime and protect the community.			
PERFORMANCE CRITERIA*	Measures 2018–19	2019–20	2020–21	2021–22	PLANNED MEASURE IMPROVEMENTS
RESPOND 1 – PREVENT The ACIC better informs and influences collaborative efforts to harden the environment against crime.	Qualitative instances of informing preventative and environment hardening responses. Qualitative instances of responses we have contributed to preventing crime. Stakeholder survey results.	✓ +	✓ +	✓ +	Improve our collection and measurement of performance on how our intelligence products are used by partners.
RESPOND 2A – DISRUPT AND PROTECT The ACIC is conducting collaborative investigations and intelligence operations, and producing intelligence with and for partners that is effective in disrupting, disabling and dismantling serious and organised crime.	Comparative multi-year disruption statistics on: <ul style="list-style-type: none"> ▪ Entities disrupted by threat level and extent of disruption ▪ Apprehensions and convictions ▪ Seizure and confiscation of drugs and cash ▪ Referrals to other agencies to enable: <ul style="list-style-type: none"> – Confiscation of proceeds of crime assets – Tax assessed and recovered. Stakeholder survey results.	✓ +	✓ +	✓ +	Improve our collection and measurement of performance on how our intelligence products are used by partners.
RESPOND 2B – DISRUPT AND PROTECT ACIC partners are better informed and enabled to undertake policing and community safeguarding activities through access to national information systems and services.	Stakeholder survey results.	✓	✓ +	✓ +	Post implementation benefits realisation studies of new or enhanced (or existing if benchmark exists) national policing information systems demonstrating improved capability to undertake policing and community safety activities. Utilise data from new shared national capabilities to demonstrate value to partners of services provided.

*Source: Portfolio Budget Statement—Program 1.1

OUR STRATEGIES AND PLANNED ACTIVITIES TO ACHIEVE OUR PURPOSE

The following section summarises how we intend to achieve our purpose in 2018–19 and the following three years.

Our planning responds to the criminal risks facing Australia and the needs of our stakeholders outlined in our Environment section (pages 6–9), and consists of three key areas of delivery:

- Criminal intelligence delivery
 - Strategic intelligence picture
 - Transnational criminal threats to Australia
 - Priority criminal threats
- National criminal intelligence and information services
 - Provision of reliable services
 - Enhancement and development of improved services
- National Police Checking Service
 - Provision of reliable service
 - Enhancement and development of improved services

Our approach in delivering these—**CONNECT**, **DISCOVER** and **UNDERSTAND** to improve the national ability to **RESPOND** to crime impacting Australia—is reflected in our performance criteria (see page 12), which we apply across this work to assess our success in achieving our purpose.

CRIMINAL INTELLIGENCE DELIVERY

Our work to deliver strategic intelligence and counter transnational criminal threats to Australia forms part of all our activities to respond to criminal risks.

For each priority area of criminality we have established intelligence hubs that collect, correlate, analyse and disseminate relevant criminal information on these threats. The ACIC Board has approved special investigations and special intelligence operations for each of these priorities, which enables us to utilise special powers to collect criminal intelligence, in certain circumstances.

We monitor the criminal environment and engage with stakeholders including an annual review to adjust our plans and strategies, as necessary. The ACIC Board also conducts an annual review of ACIC strategic priorities and decides on any changes to the approved special investigations and special intelligence operations.

The following tables outline our planned activities and priorities to respond to the identified criminal threats to Australia.

STRATEGIC INTELLIGENCE – PROVIDE A NATIONAL PICTURE OF SERIOUS AND ORGANISED CRIME

PLANNED ACTIVITIES FOR 2018–22	KEY ACTIVITIES FOR 2018–19
<p>We will enhance understanding through updating the national picture of serious and organised crime thereby informing responses. We will do this by:</p> <ul style="list-style-type: none"> ▪ delivering the <i>Picture of Criminality in Australia</i> suite of intelligence products, which includes classified and unclassified (public) insights on organised crime. ▪ delivering strategic criminal intelligence assessments and advice on national priority crime threats (as planned through the Intelligence Hubs). 	<p>Production of the scheduled products of the <i>Picture of Criminality in Australia</i> intelligence suite to support understanding of and inform response strategies to crime threats including;</p> <ul style="list-style-type: none"> ▪ the classified <i>Organised Crime Threat Assessment</i>, ▪ the unclassified annual <i>Illicit Drug Data Report (IDDR)</i> <p>Producing required thematic assessments (refer to Intelligence Hubs, below) as well as joint agency assessments to discover trends and contemporise understanding of emerging threats to inform response strategies.</p>

TRANSNATIONAL CRIMINAL THREATS TO AUSTRALIA

PLANNED ACTIVITIES FOR 2018–22	KEY ACTIVITIES FOR 2018–19
<p>We will maintain the <i>Australian Priority Organisation Target (APOT) List</i> which specifically prioritises the offshore targets of highest threat to Australia and assists in connecting international disruption efforts.</p> <p>We work with our international and domestic partners to discover, understand and disrupt the activities of these priority transnational serious and organised criminals, and reduce their impact on Australia.</p>	<p>As transnational criminal threats to Australia engage in a wide range of criminality, we will utilise our dedicated criminal intelligence hubs to drive criminal intelligence led strategies to disrupt these APOTs.</p> <p>We will participate in international and inter-agency forums and actions to maximise our opportunities to protect Australia from these highest threat targets.</p>

PRIORITY CRIMINAL THREATS TO AUSTRALIA

PLANNED ACTIVITIES FOR 2018–22	KEY ACTIVITIES FOR 2018–19
<p>CYBERCRIME</p> <ul style="list-style-type: none"> ▪ Participate in the Australian Cyber Security Centre and Joint Cyber Security Centres, with domestic law enforcement, intelligence and industry partners to connect capabilities and insights and deliver a coordinated response to cybercrime. ▪ Discover emerging cybercrime activities and structures of serious and organised crime groups targeting Australia and their vulnerabilities. ▪ Understand the cybercrime impact on Australia; the amount and way cybercriminals are using data-driven, technical and innovative intelligence solutions. ▪ Provide accurate, timely and actionable intelligence to inform prioritisation, development, and delivery of response activities. <p>Board approved activity: <i>Cyber Related Offending No. 2 Special Operation</i></p>	<ul style="list-style-type: none"> ▪ Produce timely, trusted and actionable intelligence to inform domestic and international partners’ understanding of cybercrime and cybercriminals. ▪ Contribute to the discovery of, and inform the understanding of cybercrime impacting Australia and Australia’s interests for the Australian Government, industry, and domestic and international partners. ▪ Connect with partners and industry through the Australian Cyber Security Centre, Joint Cyber Security Centres, International Counter Cyber Operations Summit, Five Eyes Law Enforcement Group (FELEG) Cyber Crime Working Group and Joint Chiefs of Tax Enforcement (J5). ▪ Provide contextual advice, assessments and support to inform responses to vectors and vulnerabilities exploited by serious and organised criminals engaging in cyber and cyber-enabled activities against Australians, and Australia’s interests. ▪ Produce classified assessments detailing a current and forward-looking understanding of cybercrime threat at a global and domestic level. ▪ Contribute to the Australian Cyber Security Centre Quarterly Threat Reports. ▪ Monitor and forecast emerging cybercrime trends.
<p>MONITORING AND ASSESSMENT OF HIGH RISK TARGETS</p> <ul style="list-style-type: none"> ▪ Discover previously unknown national and transnational high threat targets impacting on Australia and produce the Australian Priority Organisation Target (APOT) list. ▪ Assess the implications of and monitor high threat targets of the APOT list to better understand the nature of the threats—identify activities or provide insights that we, or our partners, can use to disrupt these targets. ▪ Manage the National Criminal Target List (NCTL) and associated regional views to support prioritisation and response strategies through the National Target System (see page 23). ▪ Coordinate and participate in investigations intended to disrupt the highest risk criminal targets impacting on Australia. <p>Board approved activity: <i>Highest Risk Criminal Targets No. 3 Special Investigation</i></p>	<ul style="list-style-type: none"> ▪ Undertake projects and/or target development against known and newly identified high threat targets ▪ Produce target and network specific intelligence reporting to facilitate disruption actions by partners and to inform law enforcement understanding of the nature and extent of the criminality. ▪ Ensure ongoing functioning of the NCTL and work with partners to undertake agreed reforms. ▪ Increase understanding of high threat targets by producing classified insights on APOTs and producing quarterly APOT packages and associated material—cohort and gaps assessments, key event assessments and APOT updates.

PLANNED ACTIVITIES FOR 2018–22	KEY ACTIVITIES FOR 2018–19
<p>NATIONAL SECURITY/TERRORISM</p> <ul style="list-style-type: none"> ▪ Discover the convergences between extremism and serious and organised crime. ▪ Provide analysed intelligence to partner agencies to support responses to threats against Australian interests. ▪ Understand the nature and extent of serious and organised crime links to terrorist groups, especially in illicit markets and money laundering. ▪ Collect, analyse and produce intelligence in support of partner agencies' efforts to respond to terrorist incidents and national security threats. <p>Board approved activity: <i>National Security Impacts from Serious and Organised Crime No. 3 Special Operation</i></p>	<ul style="list-style-type: none"> ▪ Discover and understand the links between Australian citizens involved in terrorist activity/ extremism and serious and organised crime. ▪ Continue to discover what support is being given by Australians to terrorist groups in Iraq and Syria, and extend this to conflict zones across the world. ▪ Participate and contribute to the Centre for Counter Terrorism Co-ordination and associated forums.
<p>FINANCIAL CRIME</p> <ul style="list-style-type: none"> ▪ Discover and target international controllers involved in international money laundering networks. ▪ Discover and target Offshore Service Providers (OSP) who facilitate and enable international tax evasion impacting Australia's revenue. ▪ Increase national understanding of money laundering, nationally significant organised tax fraud and related financially motivated crime typologies. ▪ Discover and understand financial crime threats to identify vulnerabilities and response options in relation to serious financial crime. ▪ Provide intelligence on targets conducting serious financial crime to enable our partners to disrupt through recovery of proceeds of crime. ▪ Cooperate with our domestic and international partners to disrupt high priority money laundering organisations that cause harm to Australia. <p>Board approved activity: <i>Targeting Criminal Wealth No. 3 Special Investigation</i></p>	<ul style="list-style-type: none"> ▪ Develop a range of strategies with members of the Joint Chiefs of International Tax Enforcement (J5) to target and disrupt Offshore Service Providers (OSP) who facilitate and enable international tax evasion and money laundering. ▪ Develop intelligence for the Serious Financial Crime Taskforce (SFCT) Treatment Forum in relation to serious organised crime entities associated with phoenix activity that can initiate a response action. ▪ Undertake the comprehensive collection and analysis of intelligence to evolve understanding and inform the Financial Crime Risk Assessment, to be published in 2018. ▪ Produce classified intelligence products that focus on offshore tax evasion, and involvement of serious organised crime in defrauding Commonwealth schemes such as Family Day Care and the National Disability Insurance Scheme.

PLANNED ACTIVITIES FOR 2018–22	KEY ACTIVITIES FOR 2018–19
<p>ILLCIT DRUGS</p> <ul style="list-style-type: none"> Monitor illicit drug markets to discover and consolidate understanding of current and emerging threats, both in Australia and internationally. Connect with the chemical, pharmaceutical and scientific equipment industries to discover vulnerabilities used to facilitate diversion of licit materials for illicit use, including identifying chemicals and methodologies used to create new and existing illicit substances. Provide insights and intelligence products to support responses to drug threats to Australia, including intelligence products related to specific targets or markets, as well as broader publications such as our annual <i>Illicit Drug Data Report</i> (IDDR). Support the National Ice Action Strategy, which responded to the <i>National Ice Taskforce Report</i> through the above strategies and other shorter term initiatives (see 2018–19 priorities). <p>Board approved activity: <i>High Risk and Emerging Drugs No. 4 Special Operation</i></p>	<ul style="list-style-type: none"> Discover and respond to organised crime groups supplying drugs to regional and remote communities following the release of the classified assessment on Indigenous methylamphetamine use. Drive the establishment of a national electronic end user declaration database and an enhanced and expanded industry code for managing precursor chemicals to respond to the domestic manufacturing of illicit drugs. Understand changes in the methylamphetamine, cocaine and illicit pharmaceuticals markets. Discover medical and health professionals who act as facilitators of drug related organised crime. Consolidate our understanding of the organised crime footprint in the cannabis market and performance and image enhancing drugs (PIEDs) market and connect with partners to inform appropriate responses. Release three further National Wastewater Drug Monitoring Program (NWDMP) reports and develop understanding of illicit drug markets by integrating NWDMP data with other relevant data. Produce an updated national methylamphetamine assessment to understand market trends. Produce a strategic assessment to improve understanding of the illicit tobacco market.
<p>FIREARMS</p> <ul style="list-style-type: none"> Discover and understand contemporary methodologies to manufacture and traffic illicit firearms, illegally import firearms, and divert firearms from the legitimate market in Australia. Support firearm systems and services development and partner integration. Enhance the data integrity and available content (see page 20). <p>Board approved activity: <i>Firearm Trafficking No. 2 Special Operation</i></p>	<ul style="list-style-type: none"> Work with partner agencies to discover persons involved in the importation, diversion and illicit trafficking of firearms, firearm parts and ammunition. Monitor to understand the licit and illicit firearm markets through the National Firearm Trace Program. Discover vulnerabilities in the legal acquisition, trading or disposal of firearms that criminals can exploit. Influence and inform national strategies and policies to respond to the firearm related threats to Australia. This includes providing intelligence and advice to inform the National Illicit Firearms Strategy Advisory Group (NIFSAG) and the National Firearms and Weapons Policy Working Group (NFWPWG). Promote and coordinate the national consolidation and sharing of firearm related information and enhancement of firearm systems and processes; connecting our partners to information and intelligence to respond to crime. Production of classified intelligence insights and assessments, provided to and/or created with partners, to ensure understanding of serious and organised crime threats, groups, vulnerabilities, methodologies within the illicit firearm market.

PLANNED ACTIVITIES FOR 2018–22	KEY ACTIVITIES FOR 2018–19
<p>GANGS</p> <ul style="list-style-type: none"> ▪ Host the Australian Gangs Intelligence Coordination Centre (AGICC) which brings together partner agencies intelligence capabilities to coordinate an intelligence-led response to outlaw motorcycle gangs (OMCGs) and other known gangs impacting on Australia. ▪ Through the AGICC, strengthen the understanding of outlaw motorcycle gangs and other gangs and develop proactive response strategies with our partners. ▪ Undertake specific intelligence collection and analysis on OMCGs to discover threats, strengthen the national (and international) understanding of OMCGs and other gangs so as to develop proactive response strategies with our partners. ▪ Support the enhancement of content, and partner connectivity with the National Gangs List including through the Gangs Intelligence Hub capability (see page 23). <p>Board approved activity: <i>Outlaw Motorcycle Gangs No. 2 Special Operation</i></p>	<ul style="list-style-type: none"> ▪ Through the AGICC, enhance the National Gangs List (NGL) data holdings to provide a contemporary understanding of gang membership. ▪ Discover targets and develop disruption strategies with our partners that target the criminal assets of gangs with a view to confiscating these assets as proceeds of crime. ▪ Fill intelligence gaps and assess the level of threat posed to Australia by OMCGs and other known gangs. ▪ Provide intelligence capability to inform and support the response strategies of the AFP-led National Anti-Gangs Squad and National Task Force Morpheus. ▪ Produce a classified National Gangs Report to understand gang trends that threaten national security, public safety, economic interests, and law enforcement operations. ▪ Produce other classified intelligence assessments on criminal gangs.
<p>EMERGING ORGANISED CRIME THREATS</p> <ul style="list-style-type: none"> ▪ Enhance the national understanding of emerging criminal threats, including illegal bookmaking, child sexual exploitation, human trafficking and servitude, and encrypted communications. ▪ Work in partnership with the Department of Home Affairs and stakeholders in developing response options across the illicit tobacco marketplace, and associated criminal offending. ▪ Discover previously unknown crime threats that have the potential to impact Australia. ▪ Provide intelligence insights to inform national response strategies on emerging criminal threats. ▪ Work with the Department of Home Affairs to discover the criminal syndicates undermining visa laws, understand how they operate, and inform response strategies that make Australia less attractive for visa related criminal activity. <p>Board approved activity:</p> <ul style="list-style-type: none"> ▪ <i>Emerging Organised Crime Threats No. 3 Special Operation</i> ▪ <i>Criminal Exploitation of Australia's Migration System No. 2 Special Operation</i> 	<ul style="list-style-type: none"> ▪ Discover the links between illegal bookmaking and Australian serious and organised crime. ▪ Discover the groups who profit from the illegal use of visas and understand the vulnerabilities and exposure of the visa migration frameworks within Australia. ▪ Understand the methodologies employed by transnational serious and organised crime entities in illicit tobacco importation, and the strategic impacts of the activities. ▪ Provide intelligence capability to the Australian Border Force led Illicit Tobacco Taskforce to target and respond to the organised crime syndicates posing a threat to Australia. ▪ Understand the current threat environment posed to Australia by human trafficking, modern slavery and servitude type offending. ▪ Release an intelligence brief with respect to the threat to the integrity of the visa and migration system posed by corrupt education providers. ▪ Develop strategic intelligence products to understand the victim, the offender, the capability and the environment across child exploitation. ▪ Develop a key environmental understanding across visa and migration fraud and transnational serious and organised crime involvement in human trafficking and servitude. ▪ Building upon our understanding of visa and migration fraud, in partnership with the Department of Home Affairs and Australian Border Force, we will develop intelligence products on illegal labour hire, facilitators of visa and migration fraud and the associated criminal offending. ▪ Release an intelligence product on the impacts of serious and organised crime infiltration in the transport and logistics environment and opportunities for bulk data capabilities.

NATIONAL CRIMINAL INTELLIGENCE AND INFORMATION SERVICES

We provide national criminal information and intelligence services to over 70,000 police officers and other accredited users on a daily basis to keep them, and the Australian community safe.

NATIONAL CRIMINAL INTELLIGENCE SYSTEM

Following the successful development of the National Criminal Intelligence System (NCIS) interim solution in 2017–18, during 2018–19 we will commence development of the full NCIS capability with Commonwealth funding for the first tranche approved for 2018–19. The NCIS Interim Solution will continue to operate and undertake further connectivity trials during the development of the full NCIS solution. NCIS will be a national capability that will give Australia's law enforcement and intelligence agencies the first truly national and unified picture of criminal activity and the platform will enable them to transform their businesses to better combat crime and security threats. Over time a number of currently existing information and intelligence systems will become part of NCIS. We are working closely with the Department of Home Affairs to finalise the best way to deliver this program and many of our existing planned improvements (see services marked '*' below) and overall future planning for our ICT systems will be heavily influenced by this work.

PLANNED PERFORMANCE	2018–19	2019–22
National Criminal Intelligence System (NCIS)		
This whole-of-government capability will provide the only national view of criminal intelligence and information. NCIS includes services to share, analyse, deconflict, collaborate and connect law enforcement partners in a secure and trusted law enforcement information sharing environment.	First phase funding has been approved. Commencement of development, noting that Home Affairs will be taking a key role in delivering the NCIS capability to ACIC.	Future implementation and delivery timeframes are dependent on planning being undertaken with Home Affairs.
National Criminal Intelligence System Interim Solution (NIS)		
This concept demonstrator will continue to be used by ACIC, police and Commonwealth partners to share police information and criminal intelligence. It will also allow ACIC to pilot and address security, connectivity, cultural and legal issues.	Continued service delivery.	Continued service delivery until functionality is delivered by NCIS.

PLANNED SERVICE DELIVERY

The following tables detail the planned service delivery of all **current frontline, biometric/forensic, cybercrime, protection and intelligence** services and planned improvements currently underway or confirmed to commence.

We will work with partners to develop service delivery requirements and measure our performance in delivering these services and new and improved services through our Performance Measurement Framework (see pages 12–13).

Frontline Australia's various law enforcement agencies access and share essential policing information with each other through our police reference systems. <i>Note: Items marked with an asterisk (*) are anticipated to transition in to the NCIS program.</i>		
PLANNED PERFORMANCE	2018–19	2019–22
National Police Reference System (NPRS)*		
This system allows about 70,000 law enforcement personnel and other approved users to access and share national information on persons of interest. This can occur anywhere the officer requires.	Continued service delivery. We will continue planning on the future direction and method of delivery.	Continued service delivery until we retire this system when replaced by NPIH (see below) and become part of NCIS *(see above).

*Note: Items in **bold** are new or enhanced services.*

National Policing Information Hub (NPIH)*		
This solution and service will provide a platform to better create or integrate current and future policing systems and enable better ingestion of data into the NCIS sharing environment (see above) by leveraging contemporary Master Data Management technology. It will link the data holdings of each jurisdiction to provide a single, unified view of a person's involvement with any of Australia's law enforcement and community safety participants.	Development continues as part of the NCIS* program (see above).	Complete implementation and commence service delivery. This system will replace NPRS and is a foundation element of NCIS*.
National Names Index (NNI)		
This index provides a high-level snapshot of national persons of interest to inform approved external agency (AEA) users (non-police law enforcement partners).	Continued service delivery. We plan to retire this system once users are connected to the AFIN and the ACIC–AEA capability (see below)	
ACIC AEA Portal *		
This service provides an amended version of the NPRS to non-jurisdictional police (approved external agency or 'AEA' users) that is consistent with the information sharing agreements with our jurisdictional partners.	Transitioning NNI users off that system to use the portal. We will be working with stakeholders to expedite appropriate access approvals.	Continue service delivery. This service will be replaced by the NPIH and become part of NCIS*
Firearms Capability		
Our firearms solutions support law enforcement partners to solve and prevent firearm-related crime. Our Firearm Intelligence Hub (see page 17) is a business owner that can derive an intelligence picture of firearms crime and inform national strategies to respond to this crime threat.		
PLANNED PERFORMANCE	2018–19	2019–22
National Firearms Identification Database (NFID)		
This database is a reference tool for law enforcement users to identify firearms to a national standard.	Continued service delivery. Improved functionality and reliability of reference data.	Continued service delivery.
National Firearms Licensing and Registration System (NFLRS)		
This system lets users access state and territory firearm licensing and registration records.	We will continue transition to AFIN and retire the NFLRS.	
Australian Firearms Information Network (AFIN)		
This network will enable greater firearms information to be accessed, through an improved service interface, including the ability to follow the life of a firearm within Australia.	Continue network accessibility and integration with jurisdictions.	Finalise full implementation and continued service delivery.
Australian Ballistics Information Network (ABIN)		
This network assists police electronically match crime scene ballistic evidence to the weapon used.	Continued service delivery.	Continued delivery with review of fitness and suitability of service.
Frontline – Vehicles		
PLANNED PERFORMANCE	2018–19	2019–22
National Vehicles of Interest (NVOI) System		
This system enables police to record and check details about vehicles that may be stolen or suspect.	Continued service delivery. We will be updating its platform and ICT to manage expected increases in usage/queries.	Continued service and consideration of future enhancements.

Note: Items in **bold** are new or enhanced services.

Frontline – Drugs		
National Clandestine Laboratory Database (ClanLab)		
This database enables the capture and sharing of information about seized clandestine laboratories.	Continued service delivery.	Continued service delivery with future approach to be considered.
End User Declarations Online System (EUDO)		
This system will introduce electronic forms to streamline the current paper-based handling of end user declarations by buyers when ordering controlled chemicals and equipment, and improve data management. This is intended to enable monitoring to identify potential illicit drug related criminal activity.	The procurement aspect of the project will be completed.	System will be delivered with ongoing support and maintenance.

CHANGE FROM LAST YEAR'S CORPORATE PLAN – BIOMETRIC IDENTIFICATION SERVICES (BIS) PROGRAM

The BIS program was intended to provide a national scalable platform for capturing, analysing and sharing biometric information by providing multi-modal identification of individuals across jurisdictions. In June 2018 the CEO of the ACIC announced that the Biometric Identification Services project would be closed prior to completion. This decision has led to a reprioritisation of the existing services delivered to ensure they continue to provide critical fingerprint identification services to our national police and government partners. The ACIC will be working with its law enforcement and portfolio partners to support this change.

Biometrics		
Our stakeholders across Australia use our biometric services to help solve crime and keep our community safe.		
PLANNED PERFORMANCE	2018–19	2019–22
National Automated Fingerprint Identification Service (NAFIS)		
This service provides fingerprint and palm-print records and matching. It includes unidentified prints from crime scenes for future identification.	Continued service delivery. This system will be upgraded.	Reviewing the delivery system of this capability for future sustainability and security.
Biometrics at the Border		
This system is intended to improve the ability of Border Force officers to perform security checks on travellers.	Pilot will be continued in accordance with Border Force requirements.	Future to be determined based on pilot outcomes.
National Criminal Investigation DNA Database (NCIDD)		
This database enables police to link DNA obtained at crime scenes to persons of interest or other crime scenes.	Continued service delivery.	Continued service delivery.
National DNA Investigative Capability (NDIC)		
This service enables relational DNA matching to identify familial connections. This will support both criminal investigations and victim identification.	Continued service delivery including increasing the jurisdictional access and available data.	Continued service delivery.
National Missing Person and Victim System Forensics (NMPVS)		
This system provides information about long-term missing persons and supports matching of disaster victim information and unidentified human remains.	Continued service delivery.	Continued service delivery with testing and implementation of supplier driven improvements.

Note: Items in **bold** are new or enhanced services.

CYBER		
We collect data on cybercrime reporting to create a national picture of the cybercrime threat and contribute to national strategies to reduce this threat to Australians.		
PLANNED PERFORMANCE	2018–19	2019–22
Australian Cybercrime Online Reporting Network (ACORN)		
This service enables members of the public to report cybercrime and provides improved insights into national cybercrime information.	Continued service delivery until replacement service introduced.	Anticipated to be replaced with a whole-of-Government web interface.

Protection		
We provide services that support our partners in the protection of victims of crime and prevention of crime, through the ability to make informed decisions.		
PLANNED PERFORMANCE	2018–19	2019–22
Working With Children Checks – Negative Notices		
This service supports decisions to permit applicants to work with children. We will be developing this service to ensure national negative notices from Working With Children checks are available nationally to relevant stakeholders.	Consultation and engagement with stakeholders will be undertaken for solution design and commencement of system development.	Continued solution design and development for implementation by 2020.
National Child Offender System (NCOS)		
This system enables police to share and manage information about people who have committed offences against children as required in each state and territory.	Continued service delivery.	Continued service delivery.
Child Exploitation Tracking System (CETS)		
This system automates matching of seized child exploitation images and videos with previously identified images, aiming to quickly identify children at risk and develop response strategies.	Continued service delivery. We will develop a business case for a replacement capability, the Child Exploitation Materials Management System (CEMMS).	Future service delivery approach to be determined based on outcome of business case review.
Violent and Sexual Crime Database		
This database has information and analytical tools that can be applied to identify serial offenders of violent and sexual crimes.	Continued service delivery. We will evaluate this service against the business need in a changing environment.	Continued service delivery with evaluation.
The Court Portal (previous Interim Orders Reference System)		
This service makes court orders (specifically Domestic Violence Orders) that are provided into the system automatically accessible to national law enforcement and other legitimate users, informing responses to an identified person.	Continued service delivery, with progression of enhanced or new systems subject to evaluation.	Continued service delivery, with progression of enhanced or new systems subject to evaluation.

Note: Items in **bold** are new or enhanced services.

Intelligence services		
Our Intelligence systems and services enable our partners and our own intelligence specialists to securely access intelligence holdings, build the national picture of crime and share intelligence. <i>Note: Items marked with an asterisk (*) are anticipated to transition in to the NCIS program.</i>		
PLANNED PERFORMANCE	2018–19	2019–22
Australian Law Enforcement Intelligence Network (ALEIN)		
This network enables secure connectivity for sharing criminal information and intelligence between Commonwealth, state and territory partners.	Continued service delivery. We will undertake the first stage of transitioning to a new network and implement minor upgrades.	Continued service delivery with transition to the new enterprise architecture and broader connectivity network. We will move this to an enhanced network that will provide high availability and improved disaster recovery.
Australian Criminal Intelligence Database (ACID)*		
This legacy system is a secure repository for partners and ourselves to input and access criminal intelligence. It provides some analytical tools.	Continued service delivery.	Continued service delivery until functionality is delivered by NCIS (see above).
National Target System (NTS)		
This secure online system contains information about nationally significant crime groups and allows our partners (domestic and international) to access and provide information. It contains our National Criminal Target List and issues automated alerts relating to those listed targets.	Continued service delivery. Scoping will be undertaken during this year for improvements to this system.	Continued service delivery.
Gangs Intelligence Hub		
This service provides centrally held information and intelligence on outlaw motorcycle gangs as well as other gangs. It supports information sharing between our partners, including overseas partners.	Continued service delivery.	Continued service delivery.

*Note: Items in **bold** are new or enhanced services.*

Underpinning our service delivery and the design of new and enhanced services is our program to update and maintain the underlying networks, architecture and infrastructure. A number of our enhancements include efforts to move our systems off ageing technology. See our *Capability* section for more information.

NATIONAL POLICE CHECKING SERVICE

This **National Police Checking Service** enables Australian police agencies and accredited bodies to submit nationally coordinated criminal history checks. This enhances the safety of the community by providing accurate and timely police information that help organisations make informed decisions about the suitability of applicants for a range of employment, registration, licensing and other entitlements.

The following table details the planned service delivery for our national police checking service.

PLANNED PERFORMANCE	2018–19	2019–22
National Police Checking Service (NPCS)		
This capability provides a nationally coordinated criminal history check. This service is used for such purposes as citizenship, national security, employment related checks and Working With Children Checks (see above).	Continued service delivery. In conjunction with partners we are considering improvements to the current service.	Continued service delivery. Complete implementation of new contractual and assurance models. Develop a future operating model and implement core capabilities. Undertake planning for criminal intelligence checking capability subject to law reform.

*Note: Items in **bold** are new or enhanced services.*

CAPABILITY

The ACIC has a combination of specialised and general underpinning capabilities that enable us to achieve our purpose.

The following table outlines our key capabilities, the current state, and the capability improvements planned for 2018–19 or through the life of the plan. These planned improvements respond to the challenges and risks identified in the *Environment* section.

Our capabilities and current state	Planned strategies to build capability during the life of the plan
Special Powers	
<p>The processes for managing and using our special powers (described on page 5) have undergone a comprehensive review.</p>	<p>We will continue to implement enhancements to our processes in 2018–19 to increase the effectiveness and efficiency of these powers.</p> <p>We will upgrade our system that manages and records our examination information.</p>
Intelligence capability – staff	
<p>Our criminal intelligence staff comprise a range of different disciplines and we have talented and dedicated staff in many areas.</p> <p>Criminal intelligence analysts that work across strategic, operational and tactical intelligence.</p> <p>Field operatives that undertake investigations, human source and undercover intelligence collection.</p> <p>Physical and technical surveillance operatives.</p> <p>Digital forensics and data analytics specialists.</p> <p>Financial investigative specialists.</p> <p>Operational psychologists.</p> <p>Communications analysis and monitoring staff and linguists.</p> <p>We must ensure that our intelligence disciplines are consistent and professional and that we provide a consistently high level of service.</p>	<p>We will provide leadership and accredited professional development of national criminal intelligence capability and tradecraft for our staff over the life of the plan.</p> <p>In 2018–19 we will continue to deliver the Criminal Intelligence Training and Development Continuum with analytical tradecraft training programs designed and run in collaboration with the AFP under our new joint Criminal Intelligence Doctrine.</p> <p>We will develop strategies and resources that can be delivered across the national criminal intelligence analyst cohort within the framework we are developing with our Home Affairs portfolio and jurisdictional partners.</p> <p>We will develop our intelligence capability within a multidisciplinary program focusing on adaptable and responsive development across a range of disciplines.</p>
Intelligence capability – technical	
<p>We have the capability to lawfully collect intelligence from communications about criminal activity, and we have been progressing initiatives funded from the Proceeds of Crime Account to mitigate the risk of technological changes overtaking our capability and criminals using technology and encryption to avoid surveillance. We also need technical capability to manage and analyse our operational information.</p> <p>To protect our own staff in the field we also have an effective and coordinated communications capability.</p> <p>We also have the technical capability to manage our compliance when exercising legislated powers and we have been upgrading and expanding this capability.</p>	<p>Complete the upgrades to our surveillance, collection and operational information management capabilities funded by Proceeds of Crime Account.</p> <p>Commence new initiatives funded by Proceeds of Crime Account to provide new technologies and capabilities to target Australia’s top criminal threats.</p> <p>Continue to upgrade our compliance management systems.</p>

Our capabilities and current state	Planned strategies to build capability during the life of the plan
International intelligence collaboration capability	
<p>Our international footprint and deployment of ACIC staff overseas is vital to our effective efforts to counter transnational serious and organised crime impacting Australia.</p>	<p>We will continue, in 2018–19, to invest allocated funds from the Confiscated Assets Account to develop our international intelligence capability to improve our collaboration and effectiveness in disrupting criminals impacting on Australia.</p>
ICT capability – staff	
<p>Our professional ICT staff comprise a broad range of skills across the Service Management spectrum.</p>	<p>Capability planning this year will focus on identifying the core skills we need and developing the strength and depth of those skills. We will determine training needs across the range of functions and develop strategies to retain key staff.</p> <p>Our future staffing requirements for our ICT functions are being considered as part of our workforce planning initiative.</p>
ICT capability – project management	
<p>We have been undertaking initiatives to improve our project and program management capability. Having established a Portfolio Management Office, we remain focused on adopting and building capability in program and project management practices and processes.</p>	<p>We will continue to develop and mature our program and project management capability across the agency.</p>
ICT capability – infrastructure	
<p>Further work has been planned to upgrade and finally merge and consolidate the ICT infrastructures of the Australian Crime Commission and CrimTrac—the two agencies merged to form the ACIC—and provide the necessary strong underlying infrastructure to support the ACIC’s data sharing role.</p>	<p>A comprehensive program to provide contemporary and future technology infrastructure and capability is continuing in 2018–19. Consolidating technology and shaping the future infrastructure to meet the growing needs of the ACIC is a priority. We have identified critical elements for completion in 2018–19 with other priorities following in 2019–21.</p> <p>This year we will finalise the consolidation of all ACIC users onto a new, common desktop platform and focus on architecture and business continuity. Consolidation will occur across end user computing, database and storage, security, networking and corporate domains.</p>

Our capabilities and current state	Planned strategies to build capability during the life of the plan
ICT capability – services	
<p>Technology Division currently provides both ICT and information services to ACIC and our partner agencies. Our current services are detailed on pages 19–24.</p>	<p>We will implement IT Service Management into the agency for the professional delivery of ICT for both ACIC and our partner agencies. We will work with Home Affairs to leverage their size and capacity to improve the services we receive. This includes completion of the ACIC Technical Roadmap and re-engineering some of our back of office systems to reduce transactional overheads. Service Level Agreements will be reviewed or established and our stakeholder engagement will be aligned better with the business lines of the agency. Our future planning will move away from systems and products and focus on the quality of services for our customers.</p>
Background checking capability	
<p>Our National Police Checking Service (NPCS) enables nationally coordinated criminal history checks, applied for through accredited bodies.</p>	<p>We are working with partners to transform the service so that it is responsive, agile, scalable and better meets the needs of our stakeholders.</p>
Stakeholder engagement and governance	
<p>Stakeholder engagement occurs across the agency with a broad range of stakeholders.</p> <p>Key dedicated capabilities for engagement and governance include:</p> <ul style="list-style-type: none"> ▪ ACIC Board/Board Secretariat ▪ Capability committees: The ACIC Board has now changed the capability committees that advised the Board to become committees advising the CEO. ▪ Ministerial engagement ▪ Cabinet and parliamentary engagement ▪ Department of Home Affairs ▪ State and territory jurisdictions/State office managers 	<p>The Chairs of the capability committees will utilise these forums to ensure engagement with agencies is productive and effective for both the ACIC and our stakeholders.</p> <p>We will continue to develop and strengthen our engagement with the Department of Home Affairs.</p>

Workforce management

The right workforce is essential to underpin all our capabilities. We are committed to attracting, protecting, developing, supporting and retaining our people.

Our aim is a professional, high performing workforce driven by strong leadership and shared values and culture. We want the right people, with the right skills, in the right place, at the right time.

The ACIC has a diverse professional workforce across an extensive range of disciplines and also incorporates a range of secondees and contractors. Our workforce is located across the nation and internationally.

We have commenced development of our strategic workforce plan.

We have progressed significant initiatives to develop the criminal intelligence tradecraft in our intelligence staff.

We have developed staff diversity plans.

In 2018–19 we are focused on commencing the implementation of our Strategic Workforce Plan, which will transition us to the future with the right people, with the right skills, in the right place to meet our requirements. This is a long term initiative that supports and invests in our staff.

Our leadership cohort will be a focus in 2018–19 with programs intended to enhance engagement and performance across our nationally dispersed workforce.

We are continuing our investment in developing the Criminal Intelligence Training and Development program (see Criminal Intelligence Tradecraft, above) to realise a consistent intelligence tradecraft and professional qualifications.

We will continue to implement our diversity action plans including our Reconciliation, Culturally and Linguistically Diverse (CALD), Disability and Gender Action plans.

Corporate support and (non-ICT) infrastructure

We have dedicated staff to provide the following corporate services: financial operations and reporting, property management, budgeting, procurement policy and advice, human resources, WHS, performance management, learning and development, information management, strategic communications, governance, legal, security and integrity, organisational psychology, business support, planning, and ministerial and executive support.

We have a program of work for the life of the plan to ensure we have appropriate leases and facilities across our eight national offices to securely undertake our multiple services and functions.

Our future staffing requirements for our corporate functions are being considered under our workforce planning initiative.

RISK OVERSIGHT AND MANAGEMENT

The ACIC applies a risk management approach across its diverse range of activities. The complex legal, stakeholder and criminal environment that the ACIC operates in requires us to engage with risk. A key element of the way the ACIC operates is to optimise opportunities by embedding risk management in all the agency's functions and establishing and maintaining strong control frameworks.

The strategies we use to deliver our purpose (pages 4–5) are informed by our assessment of our environmental risk (pages 6–9). Our responses to the environmental risks drive the achievement of our purpose. Identified risks take the form of criminal threats, as well as the challenges and risks that arise from changes in our stakeholder and governance environments. The way we plan and manage our response to these risks, through our strategies, planned changes and development of new capabilities is critical to the continued delivery of our purpose.

The ACIC faces a variety of potential risks such as failure to respond to key changes in the criminal environment; failure to use information and intelligence appropriately; failure to meet the needs of stakeholders; failure to effectively manage our special powers and carry out our legislative functions with integrity; or being found to be non-compliant. The identification, analysis, treatment and review of risks are undertaken as part of major ACIC activities and at the agency level. This contributes to the effective and efficient achievement of the ACIC's purpose.

MAJOR ACIC ACTIVITIES

Managing crime threats/risks

Our strategies to respond to the criminal threats to Australia are approved and monitored through the ACIC's Organised Crime Management Committee.

The ACIC Board approves the special investigations and operations that allow the use of the ACIC's special powers. This committee approves and monitors the conduct and outcomes of each project undertaken under these investigations and operations.

In undertaking our work, we have defined agency approaches to managing the associated risks. For example:

- The ACIC has a low appetite for workplace health and safety risks. Our operational activities have higher levels of risk due to interaction with the criminal environment, but are tightly managed through the deployment of highly trained and experienced staff who are supported by comprehensive processes and procedures.
- To effectively respond to the criminal threats impacting Australia, the ACIC must maintain and develop productive relationships with our critical stakeholders. Our external engagement framework maintains close engagement with our Commonwealth and state and territory partners. Our international engagement capability manages our international relationships.

Information and intelligence systems and service delivery risks

The risks involved in maintaining our information and intelligence service delivery and undertaking our projects to build new capabilities are managed through the ACIC's Technology Governance Committee. The committee oversees the implementation of our strategies and responds to escalated issues. This committee is supported by the Portfolio Management Office and program and project boards (including both ACIC and external stakeholder representatives).

In response to issues arising in the delivery of the Biometric Identification Services program the CEO has asked the Auditor-General to conduct a performance audit of its procurement to support us in identifying and remediating service delivery risks. The review is expected to occur in 2018–19 and agreed recommendations will be implemented during the life of the plan.

Agency control and assurance frameworks and management of capability risks

The ACIC's Corporate Committee has responsibility for overseeing the procedures and plans for significant business risks such as the Business Continuity Plan, the Disaster Recovery Plan, the Fraud and Security Plan and the Work Health and Safety framework.

Our revised risk framework assists us to undertake an integrated approach to the management of these organisational risks.

The committee (in concert with the Audit Committee) monitors the effectiveness and strengthens the agency control frameworks governing:

- work health and safety
- security and integrity
- business planning
- risk management
- internal audit
- business continuity management
- people management (including employment conditions and staff consultation)
- internal policy
- information management
- stakeholder engagement
- change management
- workforce planning
- fraud and corruption prevention.

ENTERPRISE LEVEL RISK OVERSIGHT

These three key management committees are overseen by the Commission Executive Committee (CEC). The CEC is chaired by the CEO (who is also the Accountable Authority) and is responsible for the strategic management of the agency, for the management of agency resources to achieve its purpose and for setting the agency's appetite for risk.

The Audit Committee supports the CEC in its oversight function. The Audit Committee reviews internal and external audit reports, considers findings and recommendations and oversees the internal audit program. The committee also monitors risk, internal controls, fraud and corruption prevention activities as well as financial and performance reporting.

APPENDIX A: ACRONYMS FROM ACIC STAKEHOLDER DIAGRAM ON PAGE 7

ABF	Australian Border Force
ACIC	Australian Criminal Intelligence Commission
ACIC-IGC	Australian Criminal Intelligence Commission Inter-Governmental Committee
ACTPol	Australian Capital Territory Police
AFP	Australian Federal Police
AGD	Attorney-General's Department
AIC	Australian Institute of Criminology
ASD	Australian Signals Directorate
ASIC	Australian Securities and Investments Commission
ASIO	Australian Security Intelligence Organisation
ATO	Australian Taxation Office
AUSTRAC	Australian Transaction Reports and Analysis Centre
DFAT	Department of Foreign Affairs and Trade
ISPs	Internet service providers
NSWPF	New South Wales Police Force
NTPol	Northern Territory Police
ONA	Office of National Assessments
PJC-LE	Parliamentary Joint Committee on Law Enforcement
PM&C	Department of the Prime Minister and Cabinet
QPS	Queensland Police Service
SAPol	South Australia Police
TasPol	Tasmania Police
Telcos	Telecommunication companies
VicPol	Victoria Police
WAPF	Western Australia Police Force

