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ANNUAL
REPORT **15|16**

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Alternative version

An electronic version of this report, along with further information about our work, is available on our website at <www.acic.gov.au>.

We value your feedback

We welcome feedback on our annual report, particularly about its readability and usefulness. Please send your feedback to <media@acic.gov.au>.

Social media

Facebook: <<https://www.facebook.com/ACIC>>

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Letter of transmittal

27 September 2016

Michael Keenan MP
Minister for Justice
Minister Assisting the Prime Minister for Counter-Terrorism
Parliament House
Canberra ACT 2600

Dear Minister

I am pleased to present the CrimTrac annual report for the year ended 30 June 2016, prepared in accordance with section 70 of the *Public Service Act 1999*. Subsection 70(1) of the Act requires me to provide you with a report for presentation to the Parliament.

The report outlines CrimTrac's performance for 2015–16 and includes audited financial statements. It has been prepared in accordance with the *Public Governance, Performance and Accountability Act 2013* and the Public Governance, Performance and Accountability Amendment (Non-corporate Commonwealth Entity Annual Reporting) Rule 2016.

In addition, I certify that I am satisfied CrimTrac has prepared fraud risk assessments and fraud control plans, that we have in place appropriate fraud prevention, detection, investigation and reporting mechanisms, and that we have taken all reasonable measures to appropriately deal with fraud relating to our agency.

Yours sincerely

Chris Dawson APM
Chief Executive Officer
Australian Criminal Intelligence Commission

(CrimTrac and the Australian Crime Commission merged on 1 July 2016 to become the Australian Criminal Intelligence Commission)



CrimTrac at a glance

Vision

To work collaboratively to provide essential information services to police and law enforcement agencies for a safer community and safer Australia.

Information services

- National reference data for police
- National background checking
- National fingerprint searching, matching and storage
- Cybercrime reporting
- Child protection solutions
- Firearms and ballistics identification and registration
- Missing persons and victim searching and matching
- National DNA matching

Partners



Australian Federal Police



South Australia Police



New South Wales Police Force



Tasmania Police



Northern Territory Police



Victoria Police



Queensland Police Service



Western Australia Police



Australian Capital Territory Policing

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Helping police to
detect, reduce and
prevent crime in
our community.

2015–16 highlights

National Automated Fingerprint Identification System



- 7.4 million fingerprint sets of 4.3 million people
- 366,423 people added to the database
- 83,940 crime scene fingerprints identified
- More than 2.1 million searches



National Criminal Investigation DNA Database

- 1,005,322 profiles
- 18,364 crime scene matches



National Missing Persons and Victim System

- 359 ante-mortem records
- 31 post-mortem records



National Child Offender System

- 99.6% availability 24/7



Child Exploitation Tracking System

- 100% availability 24/7



National Police Reference System

- More than 42.1 million searches
- More than 11.1 million records and 8.5 million photos



National Vehicles of Interest

- 218,716 incidents
- More than 9 million searches



National Names Index

- 1.8 million searches



National Police Checking Service

- More than 4.3 million checks
- 37 new organisations accredited



Australian Cybercrime Online Reporting Network (ACORN)

- 247,314 visitors
- 41,341 reports



National Firearms Identification Database

- 18,418 searches



National Firearms Licensing and Registration System

- More than 5.7 million firearms records
- 1,973,522 licences in system
- 253,178 searches

Australian Ballistic Information Network



- 88 crime scene matches
- 85 local matches
- 5 across state borders

Our people



- 226 staff
- 52.5% female and 47.5% male

Our finances



- \$80.666 million revenue
- \$68.422 million expenses
- \$12.244 million operating surplus



We work in partnership with
Australia's police agencies to
develop and maintain a national
police information sharing service.

Chapter 1

Agency overview

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CEO's introduction

Chris Dawson APM



Every day, police across Australia keep our communities safe. We support their fight against crime by delivering essential national information services that help police to prevent, detect and reduce crime in our community.

The evolving nature of criminal and national security threats poses an ever-increasing challenge for both law enforcement and intelligence agencies. Criminal threats are becoming more complex and pervasive than ever before across the spectrum of serious, organised and broader volume crime. Timely access to the right information and intelligence is fundamental to the prevention, detection and prosecution of crime.

To strengthen Australia's ability to combat this threat, CrimTrac and the Australian Crime Commission (ACC) have merged to become the new Australian Criminal Intelligence Commission (ACIC). After intensive work during 2015–16 to prepare for a successful transition, our new agency started operations on 1 July 2016.

The ACIC will make Australia safer through an improved national ability to connect, discover, understand and respond to current and emerging crime threats and criminal justice issues.

The synergies gained by combining our specialist capabilities and services enables us to develop even more sophisticated national policing information services for operational police to enhance the safety of all Australians.

It is my pleasure to present this last CrimTrac annual report, reflecting on the achievements of the agency throughout 2015–16. I am privileged to be a part of this organisation's history and proud to continue to work alongside such committed and capable people.

I also acknowledge the leadership of CrimTrac by the Chief Executive Officer Nicole Rose PSM and her predecessors, the stewardship of the outgoing Chair Commissioner Grant Stevens APM and his predecessors, and fellow Board members.

The legacy of CrimTrac will be evidenced through the enduring work of the new amalgamated agency, the ACIC. The staff of CrimTrac have delivered an outstanding service to law enforcement across Australia and can be justifiably proud of their record.

A handwritten signature in black ink, appearing to read 'Chris Dawson', with a long horizontal line extending to the right.

Chris Dawson APM
Chief Executive Officer
Australian Criminal Intelligence Commission

CrimTrac and the Australian Crime Commission merged on 1 July 2016 to become the Australian Criminal Intelligence Commission.

Deputy CEO's year in review

Nicole Rose PSM



I have been privileged to lead CrimTrac over the past year. We have achieved outstanding results and I am proud of the way our staff approached the merge with the ACC and our transition into the ACIC. I look forward to continuing our work, enhancing our collective capabilities and guiding the new agency as Deputy Chief Executive Officer alongside our Chief Executive Officer Chris Dawson, who brings considerable experience and expertise to the role.

When I first joined CrimTrac, I was immediately impressed by the commitment of our staff. Their passion for delivering innovative services to meet the needs of Australia's police and law enforcement community is remarkable. Since then, all of my experiences have confirmed my initial impressions.

The past year was one of significant achievement and change for our agency. We celebrated an important milestone—15 years of operation. We developed a new firearms system to support police and other enforcement agencies to access detailed and accurate information on known firearms across Australia. We received funding to develop a national technical capability for domestic violence orders (DVO) that, when completed, will enable information relating to DVOs to be shared across all Australian jurisdictions. We also started work to deliver a new national identification capability using fingerprint (including palm and foot print) and facial recognition across Australia's state and territory borders.

National information technology solutions for domestic violence

DVOs are an important way police protect and empower victims and improve outcomes in domestic and family violence situations. Currently, there is no system in place to share information on DVOs nationally. Following a decision by the Law, Crime and Community Safety Council and the Council of Australian Governments in late 2015, we started work on an Interim Order Reference Solution to provide police and courts with information about DVOs created in all states and territories. We also began work on a full national technical capability for DVOs, which will underpin the National DVO Scheme model laws.

Biometric Identification Services

During 2015–16, we awarded NEC Australia Pty Ltd a contract to deliver the Biometric Identification Services project, which will enhance law enforcement's biometric capabilities by delivering a national facial recognition solution. In 2017, the Biometric Identification Services solution will replace the National Automated Fingerprint Identification System. The National Automated Fingerprint Identification System is our current fingerprint and palm print database and matching system; it is the only national capability providing police agencies with access to fingerprint data.

The new Biometric Identification Services will deliver an improved tool to Australian policing agencies that will contribute to the effectiveness of operational policing, improve safety of frontline police and enhance community safety and security. It will add facial recognition as a national service to police for the purposes of identification, linking and solving crimes, as well as continuing to support rapid identification using mobile capture devices.

The service is expected to start in mid-2017. The fingerprint capability will be implemented first, followed by the facial recognition capability.

Australian Firearms Information Network

The Australian Firearms Information Network is a new system we are developing to allow police and other law enforcement agencies to access comprehensive information on known firearms across Australia. Available to our partners from October 2016, the Australian Firearms Information Network will help to inform firearm registration and regulation decision-making.

The Australian Firearms Information Network, once commissioned and fully integrated with police and law enforcement agencies, will replace the National Firearms Licensing and Registration System, which holds current state and territory firearm licensing and registration records.

The new system will be underpinned by the National Firearms Identification Database and will complement the Australian Ballistic Information Network.

It will enable police and other law enforcement agencies to view a firearm's transactions through its lifecycle—from import or manufacture for sale in Australia through to export or destruction.

Building on past achievements for a stronger future

The passage of legislation in May 2016 to merge CrimTrac with the ACC marked a new phase in our history. While this can be seen as the end of an era, it is also the start of an exciting new agency. With countless opportunities ahead for staff and our stakeholders, we have created a stronger, more innovative and collaborative organisation to strengthen the fight against crime.

Leading up to such a major transformation, I've been able to reflect on how far CrimTrac has come in 15 years as the national information sharing service for Australian police.

Our many achievements range from establishing national registers for firearms and vehicles of interest, and matching fingerprints and DNA, through to launching the ballistics information network and our first public-facing system for online cybercrime reporting.

We have a proud record of providing essential services that help protect police officers and the community, and contribute to making our country a safe and secure place.

I would like to thank all staff for their hard work over the past year. Whether they have worked on the transition to our new agency, continued delivering services for our police partners, or both, it is thanks to their dedication, commitment and resilience that we have been able to realise such major achievements.

It is, and always will be, a privilege to be part of CrimTrac's history.



Nicole Rose PSM
Deputy Chief Executive Officer
Australian Criminal Intelligence Commission

Ms Rose was Chief Executive Officer of CrimTrac until it merged with the Australian Crime Commission to form the Australian Criminal Intelligence Commission on 1 July 2016.

About us

Purpose

VISION: To work collaboratively to provide essential information services to police and law enforcement agencies for a safer community and a safer Australia.

MISSION: To enhance Australian policing and law enforcement with an emphasis on information-based policing facilitated through rapid access to detailed, current and accurate police and law enforcement information.

Role and function

We provide the national tools police need to share information across state and territory borders. We do this by bringing together essential law enforcement information from around the country and making it accessible to all Australian police and wider law enforcement agencies.

We work as a collaborative partnership between the Australian Government, states and territories and consult closely to understand operational requirements.

Our services enhance police effectiveness and efficiency by providing quick access to the information they need to prevent, detect and reduce crime. In this way, we contribute to combating crime in Australia and help to make our communities safer and more secure.

Services

Our services help police solve serious crimes such as murder and assault, find missing persons, identify disaster victims, identify firearms and resolve volume crimes such as car and property theft. Our services include:

- police reference and information services
- national fingerprint matching capability
- national DNA matching capability
- national child offender services
- child exploitation tracking system
- firearms and ballistics services
- national cybercrime online reporting network
- missing persons and victims system
- national police checks.

Priorities

As articulated in our *Strategic Plan 2015–2020* and *Corporate Plan 2015–2019*, our strategic priority areas are:

1. People—who are capable, agile and adaptable
2. Innovation—optimising delivery of access to information
3. Partnerships—the ability to align and collaborate
4. Productivity—services targeted towards increasing operational effectiveness.

Performance measurement

We measure our performance against the deliverables and key performance indicators in our Portfolio Budget Statement and Corporate Plan. See details in *Chapter 2: Report on performance*.

Our financial results

Our revenue for the year was \$80.666 million and our expenses were \$68.422 million, providing an operating surplus of \$12.244 million. The majority of our expenditure was on supplier and employee expenses. See details in *Chapter 4: Financial information*.

Portfolio and accountability

CrimTrac is an executive agency within the Australian Government Attorney-General's portfolio. We are subject to the *Public Service Act 1999* and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

We have in place measures to support greater transparency and accountability in reporting and to meet the requirements of the PGPA Act. See details in *Chapter 3: Management and accountability*.

We are accountable to the Commonwealth Parliament, the Minister for Justice and Minister Assisting the Prime Minister for Counter-Terrorism, and our Board of Management, which comprises Australia's police commissioners, the ACT Chief Police Officer and a Deputy Secretary of the Attorney-General's Department.

Our minister

At 30 June 2016, the Minister for Justice and Minister Assisting the Prime Minister for Counter-Terrorism, the Hon Michael Keenan MP, had Commonwealth responsibility for CrimTrac.

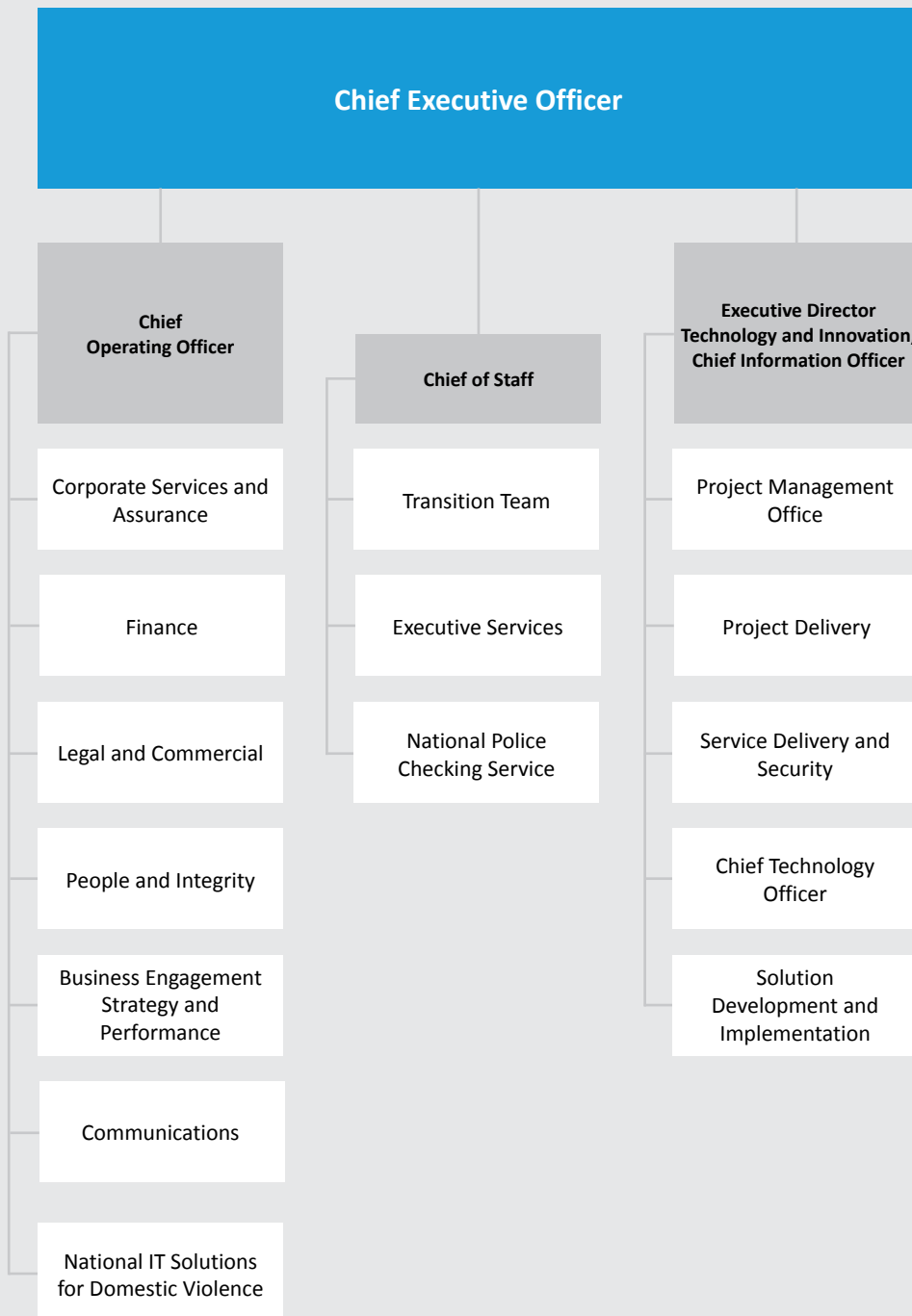
Our governance

CrimTrac was established under an Inter-Governmental Agreement (IGA) between the Australian Government and each state and territory. In July 2000, the Minister for Justice and Minister Assisting the Prime Minister for Counter-Terrorism and all state and territory police ministers signed the IGA.

The IGA supports CrimTrac as a truly national body. It underpins the development of national information sharing services for police and provides the framework for partnership between CrimTrac and Australia's police agencies.

Organisational structure

Figure 1.1: Our organisational structure at 30 June 2016



Our Executive

Our Executive is responsible for the high-level management of the agency. Our Executive consists of our Chief Executive Officer, Executive Director, Technology and Innovation and Chief Information Officer, and Chief Operating Officer.

Chief Executive Officer | Nicole Rose PSM

Our CEO is responsible to the Minister and the Board for delivering CrimTrac services in accordance with the IGA that established our agency.

Nicole Rose commenced as CEO of CrimTrac on 13 April 2015. She was previously employed as the Director of the Office of the NSW Police Commissioner, a position which she had held since 2007. Before joining the NSW Police Force in 2004, Ms Rose worked in several NSW public sector departments including the NSW Premier's Department, the Ministry for Police, and the Serious Offenders Review Council within the Department of Corrective Services.

While working at the Ministry for Police, Ms Rose was instrumental in the establishment and operation of the NSW Innocence Panel. This high-level committee, tasked with reviewing forensic evidence in criminal convictions where advances in DNA technology might be used as new evidence, was the first of its kind in Australia.

In 2013 Ms Rose was awarded the Public Service Medal for services to policing. She has tertiary qualifications in Business and Management and recently completed the Vincent Fairfax Fellowship in Ethical Leadership at Melbourne University.



Executive Director Technology and Innovation, Chief Information Officer | Lee Walton

Our Executive Director Technology and Innovation and Chief Information Officer (CIO) leads the delivery of national information sharing services to meet the needs of Australia's police agencies. This includes managing the implementation of business and information communications technology (ICT) solutions for CrimTrac.



Mr Walton was appointed CIO in January 2013. He has more than 30 years experience working across government in both Australia and the United Kingdom. His extensive experience in the ICT sector includes 12 years with Defence Signals Directorate, where he held senior positions in project management, ICT reform and as Chief Engineer.

In 2015 Mr Walton was also appointed as Executive Director Technology and Innovation and oversaw merging CrimTrac's ICT capabilities with the ACC's as part of the transition to the new ACIC.

Mr Walton has a First Class Honours engineering degree and is a Chartered Engineer and registered project manager.

Chief Operating Officer | Nicole Mayo

Our Chief Operating Officer (COO) develops our strategic objectives and long-term planning activities, and manages the corporate services that underpin our agency. This includes responsibility for human resources, legal and procurement, finance, business innovation and development, communication, governance and strategy.



Ms Mayo was appointed as CrimTrac's COO in July 2013. Ms Mayo's career spans more than 20 years in the legal profession, both in private practice and the public sector, in the Australian Capital Territory and Australian Public Service. She brings extensive experience working within a complex multi-jurisdictional and legislative environment, requiring strong leadership and problem-solving skills.

Ms Mayo has a Bachelor of Laws and holds an unrestricted Government Practising Certificate.

Strategic landscape

We work in partnership with Australia's police agencies to deliver the national information sharing solutions that help them maintain and improve community safety.

We aim to continue to build excellent relationships with our partners and align our services with their needs to further progress the capability of law enforcement in Australia.

In this context, our strategic landscape is shaped by our:

- Strategic Plan
- Corporate Plan
- ICT Blueprint.

Strategic Plan

Our *CrimTrac Strategic Plan 2015–2020* guides our agency direction. It outlines how we will deliver improved capability for police partner agencies by focusing on the priority areas of people, partnership, productivity and innovation. It addresses key areas essential to the success of our initiatives:

- managing and improving existing programs and developing new services
- addressing emerging and future issues
- ensuring effective consultation and communication between parties
- pursuing the most effective corporate governance, operations and project management approaches for managing our legal, policy and agency issues
- securing CrimTrac revenue and managing our expenses.



Strong partnerships are essential to ensuring we deliver benefits to police and law enforcement nationally.

Corporate Plan

Our *Corporate Plan 2015–2019* details our operating environment, challenges, risk oversight, accountability and strategic objectives, and associated performance measures and targets. Derived from our IGA and Memorandum of Understanding with Australia's police agencies, this plan describes strategies for:

- building a workforce that is capable, agile and adaptable to deliver effective and efficient information outcomes to support national policing priorities
- achieving outcomes by aligning and collaborating with our partners, including designing and improving our services to fulfil the needs of police and law enforcement through co-planning, co-investment and co-delivery
- providing services targeted towards increasing operational effectiveness, including providing capability for police to access and share the right information at the right time to respond to national and community needs
- investing in and leveraging innovation to increase the efficiency and effectiveness of the work of police and law enforcement nationally, including by aligning new innovation and technology with the emerging needs of police.

ICT Blueprint

Our *CrimTrac ICT Blueprint 2014–2018* guides our ICT direction into the future as we invest in innovative information sharing solutions. This important vision for our ICT capability was developed in line with our strategic plan.

To deliver the ICT Blueprint, we established our ICT Blueprint program in September 2015 (see page 59).

Our ICT Blueprint is based on feedback from our police partner agencies. It establishes a new information sharing model that:

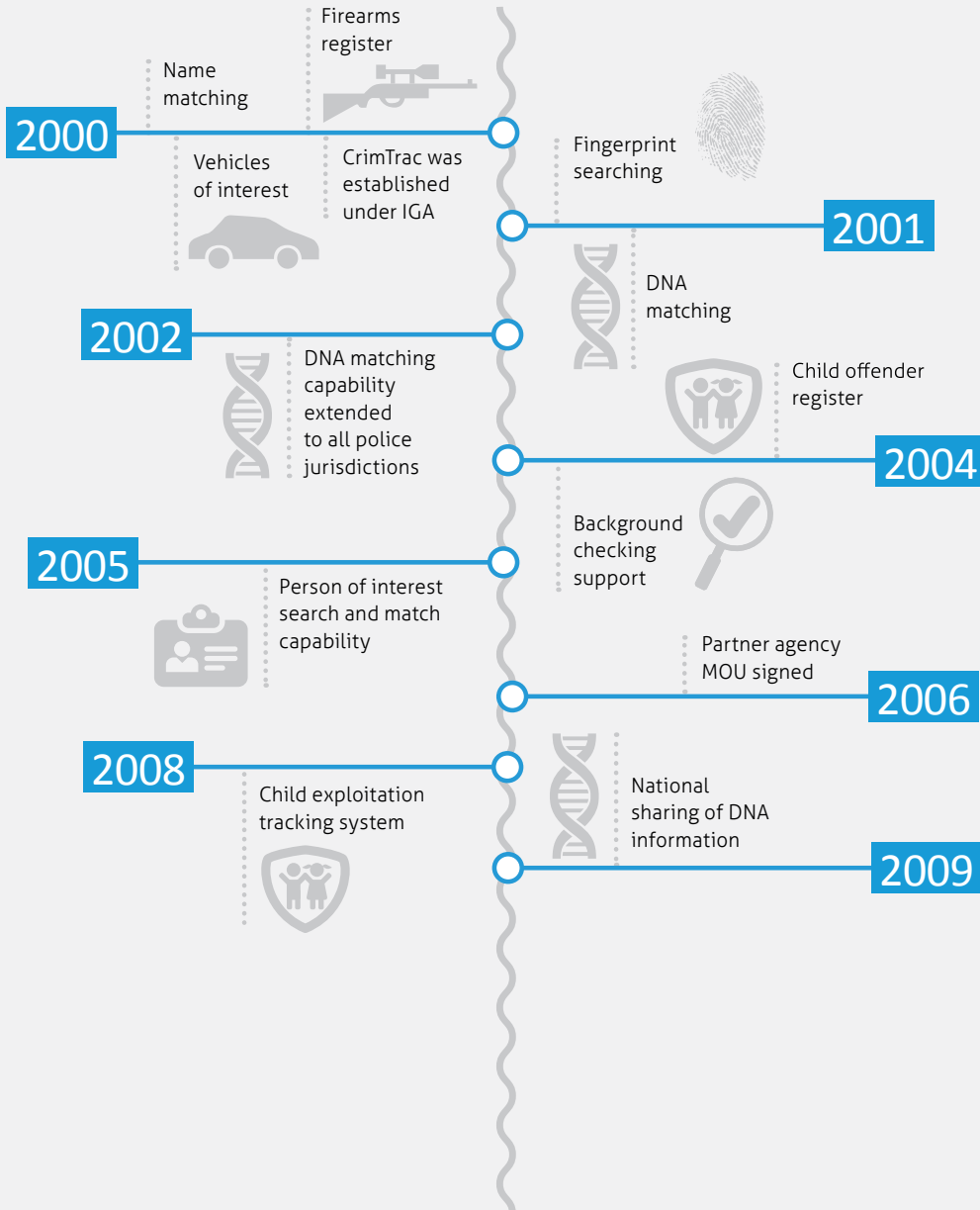
- meets the needs for sharing additional data in the future
- helps us remove technology barriers between existing systems
- creates an integrated information environment
- provides a technical environment for future developments.

Through our ICT Blueprint, we will continue to assess new ideas and opportunities, and take advantage of new technologies to deliver cost-effective and efficient solutions that help police to do their work and keep our community safe.

LOOKING BACK

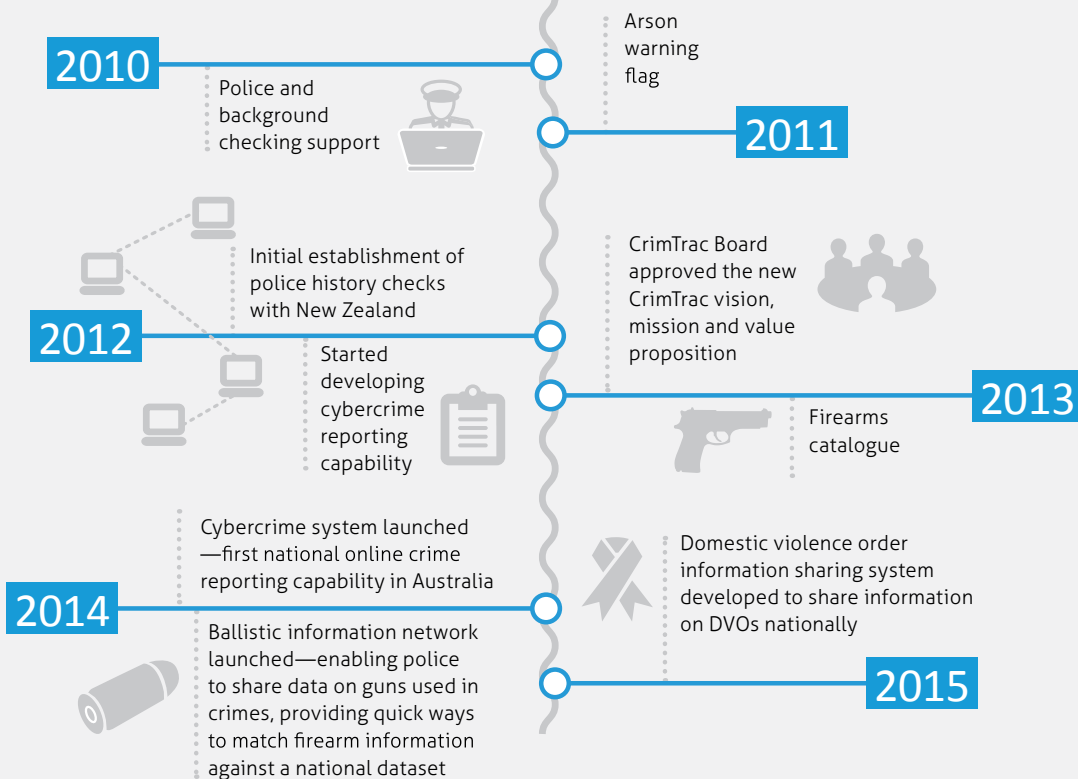
Celebrating 15 years of CrimTrac

CrimTrac was established in July 2000 under an IGA between the Commonwealth, states and territories, to deliver on the vision of sharing national policing information to achieve local, national and international policing outcomes. In July 2015, CrimTrac celebrated 15 years of providing services to police that have helped to detect, reduce, prevent and solve crime.



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In July 2015, CrimTrac celebrated 15 years of providing services to police that have helped to detect, reduce, prevent and solve crime.



Australian Criminal Intelligence Commission (ACIC)

The National Commission of Audit report released in February 2014 recommended CrimTrac be merged with the ACC to better harness collective resources. Adding to this, the boards of CrimTrac and the ACC, along with the Commonwealth, state and territory partner agencies, shared a vision for law enforcement in Australia where intelligence and operational officers around the country can access real-time, factually based law enforcement data drawn from multiple sources.

On 9 September 2015 the boards of CrimTrac and the ACC endorsed the merge of our two agencies. The Law, Crime and Community Safety Council agreed to the merge in November 2015 and noted the significant law enforcement and national security benefits that would be achieved through closer collaboration between CrimTrac and the ACC. Legislation was passed through the Australian Parliament on 4 May 2016.

On 1 July 2016, CrimTrac and the ACC merged to become the ACIC.

There is also a proposal to merge the Australian Institute of Criminology into our agency.

The ACIC's vision is for **a safer Australia that is better connected, informed and capable of responding to crime and criminal justice issues.**

Our new agency—uniquely equipped with investigative, research and information delivery services—will work with law enforcement partners to improve the ability to stop criminals exploiting emerging opportunities and perceived gaps in law enforcement information.

A priority will be to replace previously incompatible information technology (IT) systems with more integrated capability.



Discovering threats, supporting law enforcement, protecting Australia.

Transition program

We used a collaborative and consultative approach to plan and implement the merge of CrimTrac and the ACC. A Transition Steering Committee provided strategic oversight and direction and a joint agency transition team planned, communicated and delivered transition outcomes alongside transition workstreams. Regular staff information and consultation included opportunities to provide feedback and input into our future integrated agency.



Joint agency transition team



400+ transition activities completed



30 Transition Steering Committee meetings



30+ 'Transition Talk' emails and staff consultation sessions



500+ queries received to the Transition mailbox