

# ACC at a glance

## Our role

National criminal intelligence agency with specialist investigative capabilities.

## Our context

Part of the national collaborative response to serious and organised crime in Australia.

## Our work

Discover, understand and respond to serious and organised crime through criminal intelligence services, investigations and intelligence operations.

## Our approach

Build the national picture of serious and organised crime.  
Break the business of serious and organised crime.

## Our 2014–15 outcome

Reduced serious and organised crime threats of most harm to Australians and the national interest.



## About our report

This report summarises our performance for the financial year ending 30 June 2015. As an independent statutory authority in the Attorney-General's portfolio, we manage our performance through the 'outcome and program' structure in the annual Portfolio Budget Statement (PBS).

This report reviews our performance against the outcome strategy, deliverables and key performance indicators in our 2014–15 PBS. Our outcome strategy and key performance indicators are on page 20.

A more complete excerpt including our deliverables is at Appendix B and our complete PBS is at <[www.crimecommission.gov.au](http://www.crimecommission.gov.au)>.

## How we assess our performance

Our key performance indicators reflect our strategic outlook and directly align with our *Strategic Plan 2013–18*. These indicators capture the scope of our role combating serious and organised crime in Australia, by both quantitative and qualitative measures. We are continuing to develop and refine our systems and capability to assess and track our progress against these indicators. Details about our performance measurement framework are on page 148.

## How the nature of our work affects our reporting

For operational reasons and because much of our work is classified, there are some activities we cannot report on publicly. When activities are no longer sensitive or constrained by legal and statutory requirements, and wherever possible, we are committed to being open and transparent and providing information to the public.

This includes our intention to report more broadly and frequently throughout the year, in both classified and unclassified form, to enhance understanding of what we do.

In addition, a portion of our work is long-term with results occurring months or years after our initial involvement. Examples include court decisions, policy and law reforms, and changes in industry and community behaviour that inhibits or prevents criminal activities.

# Table of contents

Letter of transmittal .....inside front cover

ACC at a glance ..... 1

About our report ..... 2

Snapshot of how we reduced organised crime threats in 2014–15 ..... 4

Snapshot of our management and financial results in 2014–15 ..... 5

Chapter ❶ Agency overview ..... 7

Chapter ❷ Criminal intelligence..... 37

Chapter ❸ Investigations ..... 59

Chapter ❹ Intelligence operations..... 85

Chapter ❺ Capability and development ..... 111

Chapter ❻ Management and accountability ..... 131

Chapter ❼ Financial performance ..... 189

Chapter ❽ Appendices and references..... 241

# Breaking the business of serious and organised crime

# Snapshot of how we reduced organised crime threats in 2014–15



**6650 intelligence products** shared with 256 agencies

- 2317 analytical and tactical products
- 4333 automated alerts on significant criminal targets (new service this year)



Added **61** new targets to the **National Criminal Target List**



Produced **79 intelligence reports** on foreign fighters and counter-terrorism



**176 coercive examinations** improved national understanding



Informed **72** state and territory investigations into outlaw motor cycle gangs



**19** joint operations and investigations



More than **\$34.53 million** cash seized



**54 disruptions** to criminal entities



More than **\$238.89 million** assets restrained



More than **\$1.96 billion** illicit drugs seized (estimated street value)



**194 arrested** on 548 charges



Released report on **methylamphetamine in Australia** and informed the national response



**88%** of stakeholders surveyed agree we create a **national picture** of serious and organised crime

# Snapshot of our people and financial results in 2014–15



**581 staff** and **36 secondees**  
from partner agencies



**87.9% retention rate**



**2750 training and development** opportunities



**8 offices** around the country

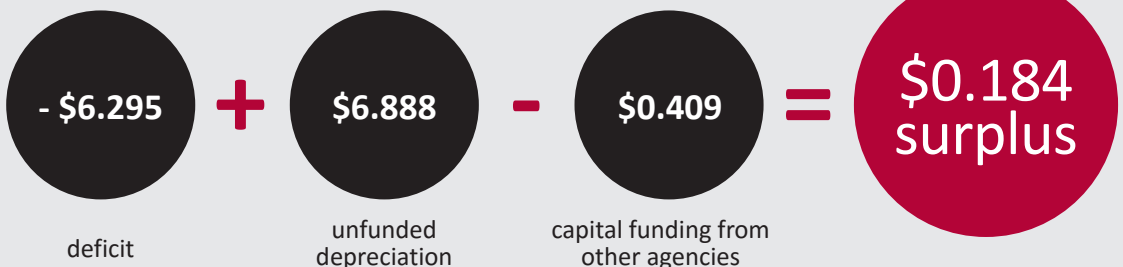



**48.7% women**   **51.3% men**

**\$98.370 million** appropriation



**Overall financial results** (millions)





We are Australia's national  
criminal intelligence agency  
with specialist investigative  
capabilities.



# Chapter 1

## Agency overview

About us .....	page 8
Our context and stakeholders .....	page 11
Our financial position .....	page 12
Organised crime: the challenges .....	page 13
CEO's review .....	page 14
Our outcome and program structure .....	page 20
Our work focus in 2014–15 .....	page 21
Year's performance scorecard .....	page 22

# About us

The Australian Crime Commission (ACC) is Australia's national criminal intelligence agency with specialist investigative capabilities. We are the only agency solely dedicated to combating serious and organised crime of national significance.

## Our vision

We reduce serious and organised crime threats of most harm to Australians and the national interest. We achieve our vision by working across national boundaries to provide Australia with the ability to discover, understand and respond to federally relevant serious and organised crime.

## Our approach

**We build the national picture of serious and organised crime.**

- **Discover**—We proactively identify new and emerging threats and fill the gaps in our intelligence.
- **Understand**—We maintain a national intelligence picture on current and emerging threats that our partners contribute to and use to guide responses to serious and organised crime.

**We break the business of serious and organised crime.**

- **Respond**—We prevent serious and organised crime by making it harder for criminals to operate in Australia and by reducing vulnerabilities they seek to exploit. We disrupt, disable and dismantle serious and organised criminal enterprises through effective enforcement, regulation, policy and legislation responses.

## Our contribution

Understanding the changing criminal environment is critical to determining how Australia responds to the threat of serious and organised crime. Our work is central to decision-making, strategic targeting of criminal and organised crime syndicates, and effective planning, prioritisation and use of resources. We add value to the work of our Commonwealth, state and territory partners as part of a truly national response.

## Our values

- **Integrity**—We are honest, ethical and transparent.
- **Accountability**—We take responsibility for our actions.
- **Innovation**—We are committed to leading-edge development of our people, products and processes.
- **Courage**—We undertake our work with courage and commitment and deliver objective advice without fear or favour.
- **Empowerment**—We encourage teamwork, communication, consultation and diversity.



## Our history

In 2002 the Commonwealth, state and territory governments agreed that Australia needed a national agency to improve strategic understanding of nationally significant criminal activity and develop innovative and effective responses to it. As a result, the ACC was established under the *Australian Crime Commission Act 2002*. This replaced and combined the strategic and operational intelligence and specialist investigative capabilities of the National Crime Authority, the Australian Bureau of Criminal Intelligence, and the Office of Strategic Crime Assessments. We began operations on 1 January 2003.

## Our functions

To discover, understand and respond to the threat of serious and organised crime we:

- collect, correlate, analyse and share criminal information and intelligence
- maintain a national database of criminal information and intelligence
- undertake intelligence operations
- investigate matters relating to federally relevant criminal activity
- provide strategic criminal assessments
- provide advice on national criminal intelligence priorities.

## Our structure

We are a Commonwealth statutory body with staff working from eight locations around the country, grouped into three directorates. See details from page 131.

High-level organisational structure as at 30 June 2015



## Our specialist capabilities

- *National criminal intelligence data holdings*—We collect criminal intelligence and combine it with intelligence from partner agencies to create and share a comprehensive national picture.
- *Coercive powers*—Our coercive powers, similar to a Royal Commission, are used in special operations and special investigations to obtain information where traditional law enforcement methods are unlikely to be or have not been effective.
- *ACC-led National Criminal Intelligence Fusion Capability*—We combine and analyse (or ‘fuse’) diverse datasets to improve understanding of known criminal threats and discover previously unknown risks.
- *Strategic products*—Our strategic intelligence products support our partners in decision-making, strategic targeting and policy development.
- *National target management framework*—Our national target management framework guides law enforcement in establishing and sharing organised crime priorities and targets. This supports nationally coordinated operational strategies for dealing with multi-jurisdictional serious and organised crime investigations.
- *Legislative framework and dissemination powers allowing data sharing*—By sharing intelligence, information, resources and expertise with our partners, and with private industry where permitted and appropriate, we maximise the collective impact against organised crime.
- *Specialist skills*—Our work is underpinned by sophisticated and tailored intelligence gathering and analysis capabilities.

# Our context and stakeholders

We are part of Australia's cooperative, intelligence-led effort against serious and organised crime. As an agency of 581 staff, supplemented by 36 secondees from Commonwealth, state and territory law enforcement and other Commonwealth agencies, we work with stakeholders across the nation and around the globe to combat a threat that transcends borders. Our stakeholders include:

- *Commonwealth Government*—National law enforcement and intelligence agencies, national security, border security, national regulators, national service delivery agencies and national policy development agencies.
- *States and territories*—State and territory law enforcement and intelligence agencies, and state and territory regulators.
- *International agencies*—International law enforcement and intelligence agencies.
- *Private sector and community*—Private industry, research bodies and academia, and the community.

This year we liaised with more than 265 agencies from across Australia and around the world, including our partner agencies and our Board.

## Stakeholder feedback

Due to the collaborative nature of our work, our stakeholder relationships are critically important to successfully reducing serious and organised crime threats. Our stakeholders are important to us so we seek their feedback regularly. Their feedback contributes to our performance measurement and informs our ongoing engagement. This year's stakeholder research findings are discussed on page 150.

## Our Board

Uniquely, the ACC Board comprises 15 members including the heads of our partner agencies in law enforcement, regulatory and national security agencies from across Australia. It is the most powerful law enforcement and national security body in the country, and is a significant platform to drive the collegiate approach necessary to successfully combat serious and organised crime.

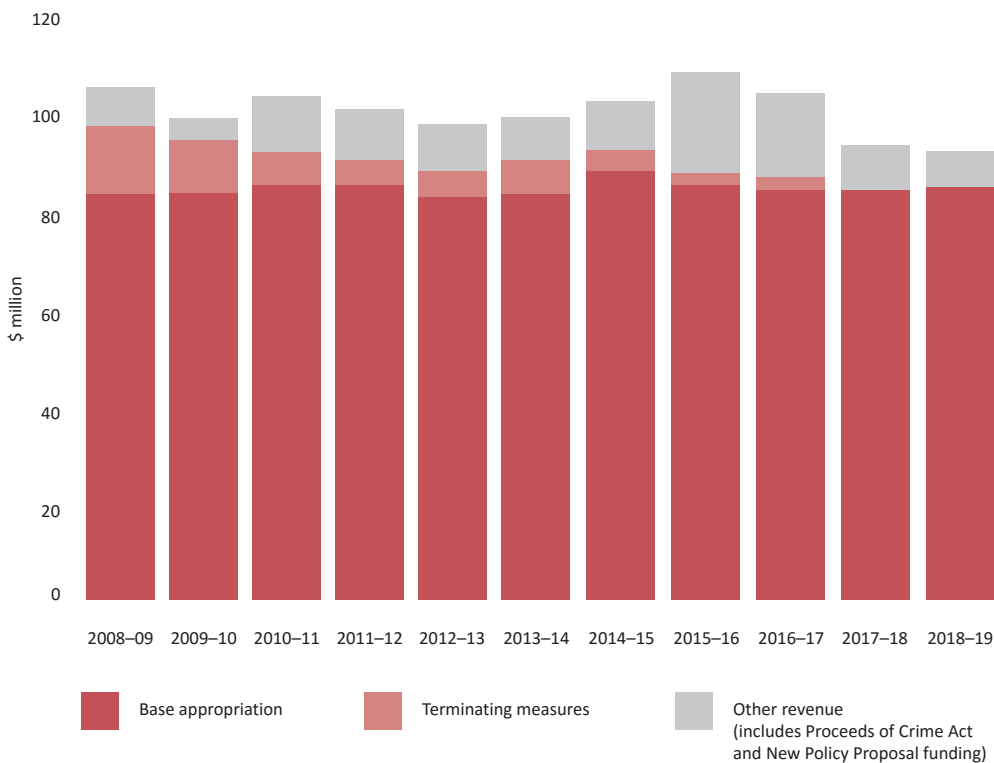
## Our financial position

In 2014–15, the ACC recorded a deficit of \$6.295 million. Apart from unfunded depreciation of \$6.888 million, the ACC's reported result was a surplus of \$0.593 million. This includes \$0.409 million capital funding received from portfolio agencies for capital investment. With the exclusion of capital funding, the ACC realised a surplus of \$0.184 million for the financial year.

We continue to identify efficiencies in the way we use resources, for example property reductions and renegotiations have resulted in \$7.1 million in lease incentives, which will be realised over the life of the new leases.

See Chapter 7 for our full financial overview and audited financial statements.

### Appropriation trend 2008–2019



# Organised crime: the challenges

- **National security threat**—Serious and organised crime is a recognised threat to national security. With enhanced counter-terrorism efforts throughout Australia, the links between terrorism and broader organised crime and volume crime are being identified. This includes Australians who finance terrorist activities, those who leave Australia to support terrorist causes or who return intending to harm the Australian community, and Australians recruited by organised crime groups who are seeking the skill sets developed in foreign conflicts.
- **Destructive, pervasive and complex**—Serious and organised crime now touches the lives of Australians in unprecedented ways. For example, investment fraud, card skimming, the devastating health and social impacts of illicit drug use including ice, the dangers of suburban clandestine laboratories, online identity theft, infiltration of legitimate business, lost taxes, the impact on share markets and investors, and the erosion of public trust.
- **Big business**—Globally, profits from transnational organised crime in 2009 were estimated at around US\$870 billion, a figure that has undoubtedly grown since.<sup>1</sup> This costs local economies billions of dollars. For Australia, we have conservatively estimated that organised crime costs Australia A\$15 billion a year. We are currently working on an updated cost.
- **Globalised**—Our intelligence indicates that up to 70 per cent of Australia's serious and organised criminal threats are based offshore or have strong offshore links.
- **Cyber-savvy**—Virtual networking, virtual marketplaces, virtual currency: organised crime penetrates and capitalises on the cyber environment. Criminal groups can now target victims around the world from any location. The press of a button anywhere overseas can impact thousands of Australians simultaneously.
- **Diversified**—Traditional business of organised crime such as drug trafficking, fraud and money laundering survives and new forms are emerging. Serious and organised criminals exploit new technologies and increasingly target key economic assets and markets.
- **Concealed**—To support and conceal their criminal enterprises, serious and organised criminals corrupt officials, employ professional experts to facilitate crime, use violence and intimidation, and blend criminal activity with legitimate business.
- **Resilient**—Crime groups collaborate for mutual gain and quickly disperse or shift focus when disrupted. Criminal organisations are resilient and enduring.

<sup>1</sup> United Nations Office on Drugs and Crime 2011, *Estimating illicit financial flows resulting from drug trafficking and other transnational organized crimes*, UNODC, Vienna.

# CEO's review

## Chris Dawson APM



This year I am pleased to report the ACC continued to achieve impressive results in a changing environment.

The criminal landscape is constantly shifting. The reach and sophistication of serious and organised crime is increasing and, in the current financial environment, we need to do more with less.

We are equal to the challenge. The depth and breadth of ACC staff expertise and skills is matched by a 100 per cent commitment to fighting serious and organised crime. I would like to thank all ACC staff for their commendable efforts in continuing to deliver broad results in our changing environment during 2014–15.

Our work has a direct impact on the wellbeing and safety of all Australians. That is because serious and organised crime affects us all. From the street corner to the stock market floor, from executive boardrooms to emergency waiting rooms, and from family homes to cyberspace—the impact is widespread. We can, and should, be concerned about this threat. However, these criminals should also be concerned about the threat we pose to them.

### Discover Understand Respond

Through our unique combination of criminal intelligence, specialist investigative capabilities and special powers akin to a Royal Commission, we can shine a light where traditional law enforcement cannot reach.

We work collaboratively with the states and territories, a range of Commonwealth law enforcement and regulatory bodies, international partners and the private sector to discover, understand and respond to serious and organised crime. This approach has proven highly effective in building the national picture, understanding the increasing international threats, and breaking the business of serious and organised crime. We reinforced this approach during 2014–15 as we continued to evolve and mature as an agency to deliver another year of strong results.

#### International reach

We estimated that up to 70 per cent of serious and organised crime targets affecting Australia are either based offshore or have offshore links. As a result, an important focus this year was strengthening and expanding our international reach.

This included strong international collaboration through our role in the Five Eyes Law Enforcement Group, which consists of the heads of major law enforcement agencies from the United States, United Kingdom, Canada, New Zealand and Australia (represented by the ACC and the Australian Federal Police).

This year we secured the expansion the ACC's global footprint and we are now implementing our international deployment program, with our first placement in Washington DC. This will be followed by placements in Hong Kong, Dubai, Virginia and Ottawa. We aspire to include a further placement in Europe in the future. This builds on our initial international placement, which occurred in the United States as a trial last year.

#### **Strong collaboration for strong results**

Through our international and national collaboration we continued to build a richer national picture of serious and organised crime. We shared 6650 intelligence products (including 4333 automated alerts) with 265 agencies. We participated in or coordinated 19 joint operations and investigations. This year our activities led to 54 disruptions of criminal behaviour or criminal entities.

#### **Crystal methamphetamine (ice)**

In March 2015, we released a public report on the Australian methamphetamine market, which highlighted the increasing availability of ice and the ongoing involvement of serious and organised crime. More than 60 per cent of Australia's highest risk serious and organised crime targets are involved in the methamphetamine market. In particular, ice is of serious national concern. Reported use of ice has more than doubled since 2010 and communities across Australia are feeling its violent and destructive impact.

Our report laid the groundwork for a collective national response to the issue. In April 2015, the Prime Minister announced the establishment of a National Ice Taskforce, as the first step in forming a National Ice Action Strategy by the end of 2015. The strategy will improve coordination and collaboration by all levels of government and across law enforcement, health, education and other sectors. We are supporting the taskforce by providing subject matter expertise and advice from an intelligence and law enforcement perspective, as well as assisting with intelligence collection. The work of the taskforce will inform decisions by the Council of Australian Governments (COAG) on this issue.

#### **National security, terrorism and organised crime**

We contribute to Australia's response to national security threats, in particular the threat posed by Australians going abroad to support terrorist activities in Syria and Iraq. The links between terrorism and organised crime, including Australians who finance terrorist activities and the issue of Australians going overseas to fight, are emerging and complex problems.

In September 2014, we were allocated \$24.4 million over four years to support the national effort against terrorism. Working under Project Ridgeline, we are increasing the national understanding of the evolving threat posed by foreign fighters, identifying previously unknown threats, and contributing to domestic monitoring and disruption activities. During 2014–15 we conducted 18 coercive examinations over 24 sittings related to partner agency investigations into terrorist threats and funding, and produced 102 intelligence products filling related intelligence gaps.

## Cybercrime

Millions of Australians have fallen victim to cybercrime or technology-enabled crime—a significant threat that is likely to increase in the short-term. Criminal use of malicious software (malware) poses the highest cybercrime threat to Australia for the next five years.

This year we were closely involved in the establishment of, and we are part of, the whole-of-government Australian Cyber Security Centre. The multi-agency centre was opened on 27 November 2014 and brings together existing Commonwealth cyber security capabilities. We are using our unique powers and intelligence relationships to discover, understand and prioritise cybercrime threats affecting Australia and to initiate and enhance responses against priority threats.

We were also instrumental in the creation of the new Australian Cybercrime Online Reporting Network (ACORN) which was launched in November 2014. This national online system enables the public to securely report cybercrime, and the relevant police agencies to respond to incident reports. ACORN reporting is enabling us to provide policing agencies with an enhanced national picture of the cybercrime issues affecting Australians and Australian business.

## Highest risk criminals

We maintain the National Criminal Target List, which allows us and our partners to prioritise our work. It ensures we are targeting the individuals and groups who pose the greatest threat to the Australian community. During 2014–15, a total of 61 new serious criminal entities were added to the National Criminal Target List nationally, including 29 provided by the ACC.

We also launched an automated alerting service this year that monitors all entities on the National Criminal Target List and automatically reports new activities to relevant partners.

## Money laundering and related disruptions

We keep the heat on organised crime by tracking suspicious money flows through the ACC-led Eligo National Task Force. During the year we collaborated with international partners on work that will disrupt significant global money laundering syndicates. This work has also led to significant disruptions within Australia, including large cash and drug seizures. For example, Eligo information prompted record seizures of 117 kilograms of ice (with an estimated street value of \$117 million) in Melbourne in July 2014 and 90 kilograms of methylamphetamine (with an estimated street value \$63 million) in Perth in October 2014. These seizures relate to an ongoing joint investigation into a South-East Asia syndicate importing ice into Australia.



### Australian Gangs Intelligence Coordination Centre

The ACC-hosted Australian Gangs Intelligence Coordination Centre (AGICC) provides intelligence and shapes national disruption strategies against high threat outlaw motor cycle gangs and other known gangs operating across state and territory borders. During 2014–15, AGICC provided leads and filled intelligence gaps to support 72 state and territory investigations into outlaw motor cycle gangs.

### Outlaw motor cycle gangs

We are making it more difficult to be a member of an outlaw motor cycle gang in Australia. The successful ACC-led Attero National Task Force concluded in December 2014. Specifically targeting the Rebels, Attero resulted in 1155 arrests and 1554 charges during 2014–15. This brings the total number of arrests and charges under Attero to 4149 (arrested or reported) and 5756 respectively.

The new multi-agency task force, named Operation Morpheus was formed in September 2014 to build on Attero's success. Morpheus has a broader focus on all outlaw motor cycle gangs that pose a risk to our community. It is targeting gangs through traditional and non-traditional law enforcement methods such as executing warrants on club houses, and investigating tax and welfare payments, travel movements and business activities. Through Morpheus we now have live reporting alerts to partners about gang members. In addition, Morpheus is providing the intelligence to underpin national strategies coordinated through the AGICC and the Commonwealth National Anti-Gangs Squad framework. In 2014–15 Morpheus resulted in 906 people arrested on 2043 charges, 441 search warrants executed, 207 firearms, more than 100 kilograms of illicit drugs and more than \$1.3 million cash seized.

### Tax and serious fraud

The cross-agency Project Wickenby, which included the ACC, has played a pivotal role in the Australian Government's fight against tax evasion, avoidance and crime. With funding for Wickenby coming to an end, the new Serious Financial Crime Taskforce announced in May 2015 will continue the fight against serious and organised financial crime. We look forward to continuing to work with our Commonwealth and international partners, providing intelligence and generating leads for action against superannuation and investment fraud, identity crime and tax evasion.

### National picture of organised crime

Each year we combine and analyse intelligence from around the nation to produce flagship intelligence products, including the classified *National Criminal Target Report* and the public *Illicit Drug Data Report*, as well as a wide range of topic-specific strategic assessments. Together these products guide operational decision-making and influence prevention strategies as well as longer-term policy development and reform.

This year we also released the biennial public report, *Organised Crime in Australia 2015*. We are progressively releasing more public information like this, including varied online content, to engage more strongly with the private sector, industry and the community. By increasing awareness and understanding, we are in a stronger position to protect the national interest and work together against organised crime.

## Continuing efficiencies

We are continuing to make the best use of our available resources, finding efficiencies and adjusting our organisational structure to better position ourselves for the future. Our strategies are realising results, with \$7.1 million to be saved over the life of new leases following prudent property decisions to reduce lease costs and reconfigure accommodation.

## Future outlook

We will play a central role in implementing the priorities outlined in the *National Organised Crime Response Plan 2015–18*, including tackling the increased prevalence of methylamphetamine, reducing gun-related crime, focusing on money laundering and unexplained wealth and reducing barriers to information sharing between agencies.

### International deployments

We are increasingly dealing with international crime syndicates. As part of our ongoing and proactive engagement in response to the changing criminal environment, for the year ahead we have secured funding under the *Proceeds of Crime Act 2002* to deploy ACC officers offshore. As we continue to implement our international deployment program, our expanded presence overseas will complement the international work of the Australian Federal Police and other government agencies, and improve national understanding of transnational enterprises that are impacting on Australia.

### National Criminal Intelligence System

Last year we reported the challenge of updating our technical capability, in particular our 30-year-old national intelligence database and system. We have gained support for the proposed replacement National Criminal Intelligence System (NCIS), and have received \$9.799 million funding under the *Proceeds of Crime Act 2002* to improve existing capabilities through 2015–16 and 2016–17. At its full capability, the NCIS will connect to existing systems and help develop intelligence across the spectrum, from volume crime through to serious and organised crime and national security. Importantly, the states and territories will also be able to use the NCIS to improve community safety and crime prevention. At its full capability, the NCIS will connect to existing systems and help develop intelligence across the spectrum, from volume crime through to serious and organised crime and national security.

### Collaborative research

During 2014–15, we worked closely with the Australian Institute of Criminology and various stakeholders on plans for the proposed merger of our two organisations. The merger would enable joint research and intelligence work on key issues, the development of new methods, and the ability to provide even more unclassified information to the community. On 13 July 2015, I was appointed acting Director of the Australian Institute of Criminology to support the proposed collaboration.

### Legislative developments

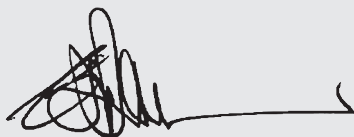
Following the High Court decision of *X7 v Australian Crime Commission (2013)* in June 2013, we ceased all coercive examinations of examinees charged with indictable offences. In March 2015, the Law Enforcement Legislation Amendment (Powers) Bill 2015 was introduced into Parliament. It passed both Houses during the reporting period, with the Act commencing operation on 28 July 2015, just after the reporting period. The Act amends the *Australian Crime Commission Act 2002* to more clearly set out when examination powers may be used, and the circumstances in which material from them may be disclosed or used, including where the person questioned has been charged with an offence. The changes were accompanied by a range of updated safeguards to protect the examinee's right to a fair trial.

We prepared for changes associated with the introduction of the *Telecommunications (Interception and Access) Amendment (Data Retention) Act 2015* in April 2015. This Act requires telecommunications companies to retain secure and limited metadata records for two years. In our submissions to the preceding Parliamentary inquiry, we supported access to such data for the purposes of discovering, understanding and responding to serious and organised crime.

Finally, in the coming year, the Government will conduct its legislated periodic review of the ACC Act.

### Agile and innovative

Serious and organised crime is more entrenched in our lives than ever before. It is constantly evolving and presents increasingly complex challenges. However, we have proven that we are an agile organisation, willing to innovate and adapt to meet these challenges. In addition, there is increasingly strong and effective collaboration between government and law enforcement agencies, the private sector, industry and the community. We look to the future with confidence and dedication as we continue our important work against serious and organised crime.



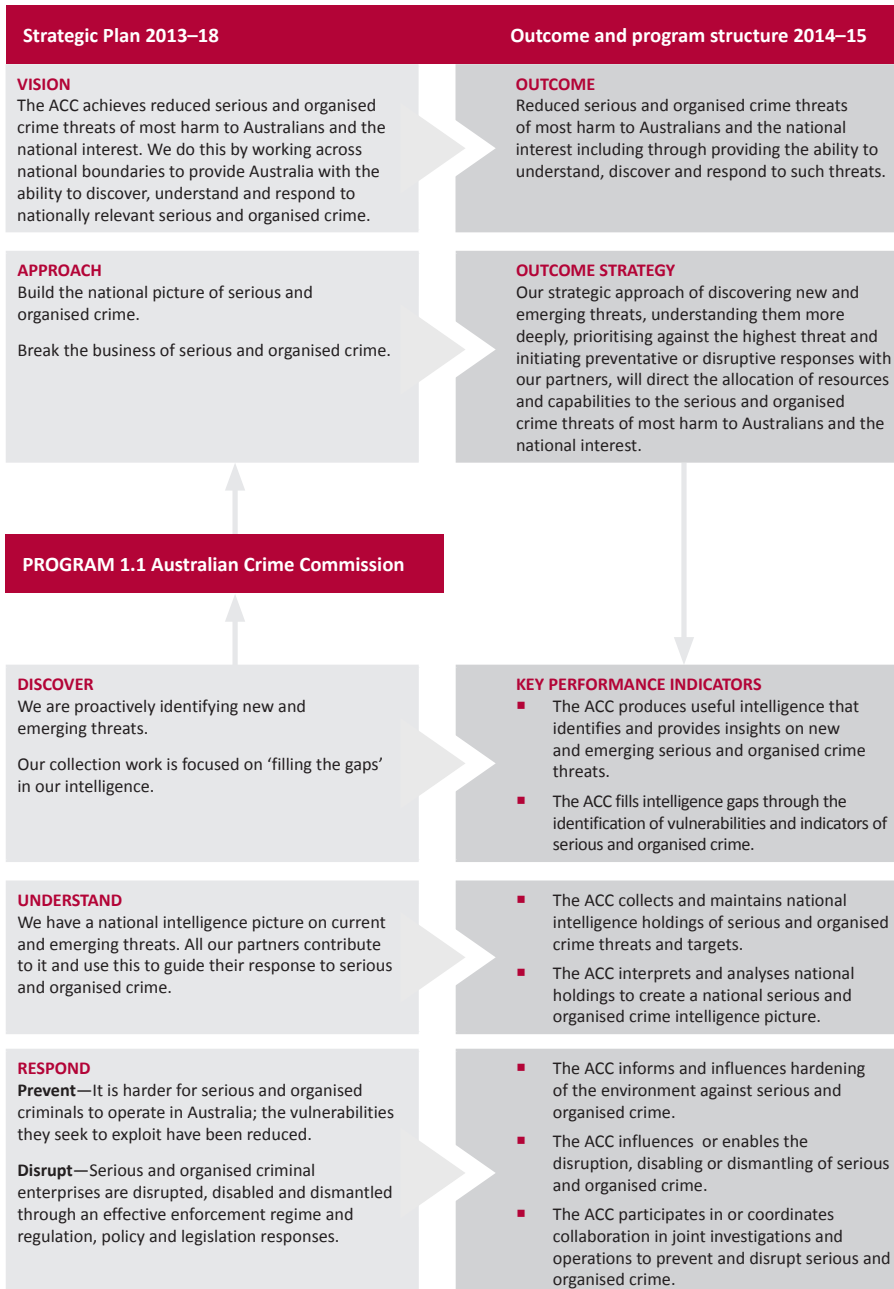
**Chris Dawson APM**

Chief Executive Officer

Australian Crime Commission

# Outcome and program structure

Our annual Portfolio Budget Statement (PBS) details our outcome and program structure. Within this framework, the outcome is the intended result, impact or consequence of our actions. We work towards our outcome through the activities that make up our program. Our 2014–15 outcome and program structure is summarised below along with the relationship to our *Strategic Plan 2013–18*. Unedited excerpts of the relevant sections of the PBS are at Appendix B and the complete 2014–15 PBS is at <[www.crimecommission.gov.au](http://www.crimecommission.gov.au)>.



# Our work focus in 2014–15

We produce strategic intelligence that builds the national picture of serious and organised crime. In addition, we work on specific ACC Board-approved investigations, intelligence operations and associated task forces. The Board also determines whether these are deemed ‘special’, which authorises the use of our coercive powers where traditional methods are not expected to be, or have not been, effective. This operational work is guided by and informs our intelligence outcomes, and is supported by our unique capabilities.

## Investigations

Our investigations are designed to disrupt and deter criminal groups by collecting evidence and intelligence about criminal activity. During 2014–15, our Board-approved special investigations were:

- Targeting Criminal Wealth
- Highest Risk Criminal Targets
- Highest Risk Criminal Targets—Victoria
- Highest Risk Criminal Targets—South Australia.

See Chapter 3 for details.

## Intelligence operations

Our intelligence operations focus on gathering intelligence around particular criminal activity so decisions are informed by the extent, impact and threat of that activity. During 2014–15, our Board-approved special operations were:

- High Risk and Emerging Drugs
- Outlaw Motor Cycle Gangs
- National Security Impacts from Serious and Organised Crime
- Making Australia Hostile to Serious and Organised Crime
- Child Sex Offences.

See Chapter 4 for details.

# 2014–15 performance scorecard

## Intended outcome and objective

Our Portfolio Budget Statement 2014–15 outcome is: *Reduced serious and organised crime threats of most harm to Australians and the national interest including through providing the ability to understand, discover and respond to such threats.*

Our objective is to **discover** and **understand** new and emerging threats and fill intelligence gaps to build the national picture of serious and organised crime.

We do this to provide the ability for Australia to better understand the threats of most harm in order to effectively **respond**.

In some cases we work with our partners to respond by preventing and disrupting serious and organised crime.

In other cases, our intelligence picture informs and influences our partners' responses.

Our intelligence picture also informs and influences broader responses to harden the environment against serious and organised crime, for example through enforcement, regulation, policy or legislative reform.

## Identifying a measurable basis for performance assessment

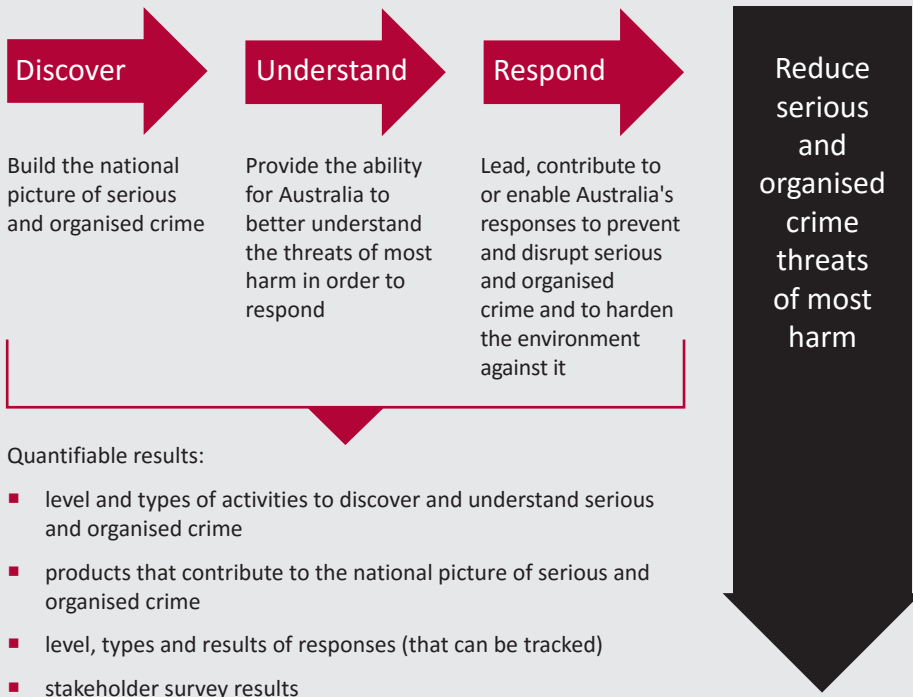
Our key performance indicators (KPIs) enable us to apply a range of qualitative and quantitative measures to assess progress towards our objective.

Our quantifiable results include:

- the level and types of our activities to discover and understand serious and organised crime
- the products we deliver that contribute to the national picture of serious and organised crime
- the level, types and results of the responses we are directly involved in and of the other responses we can track that we enabled by developing that national picture
- our stakeholders' feedback gathered through annual surveys.

While we can never fully track all the results that flow from building and sharing the national picture of serious and organised crime, we are confident that our KPIs provide a measurable basis for our performance assessment.

## What we do and how we measure our success



## Our 2014–15 scorecard

The following scorecard summarises our quantifiable measures and qualitative achievements against our KPIs as they relate to our ability to **discover**, **understand** and **respond** to serious and organised crime threats.



This is our second year of reporting against these indicators, as part of our performance framework that aligns with our *Strategic Plan 2013–18*.

We have also provided comparative trending information against these indicators and associated assessment of performance (see page 28). We will continue to develop our ability to capture and report on our performance in both qualitative and quantitative terms and to build relevant comparisons over the coming years.

## Performance scorecard against KPIs 2014–15

### DISCOVER



We are proactively identifying new and emerging threats. Our collection work is focused on filling in the gaps in our intelligence.

KPI	Achievements	Page
<b>DISCOVER: KPI 1</b> The ACC produces useful intelligence that identifies and provides insights on new and emerging serious and organised crime threats.  	<b>88%</b> of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	Added 61 <b>new targets</b> nationally to the National Criminal Target List, including 29 provided by the ACC	16
	Identified 112 nationally <b>significant previously unknown entities</b> laundering money (Eligo Task Force)	63
	Identified seven previously unknown transnational criminal networks, likely to have collectively <b>laundered over \$39 million</b> , for further investigation (Project Iceberg)	73
	Produced intelligence on previously unknown international professional <b>money laundering syndicates' methodologies and operations</b> in Australia and internationally (Eligo Task Force)	63
	Produced new insights into <b>criminal exploitation of virtual currencies</b> (Project Longstrike)	102
	Identified a <b>new method of producing an illicit drug</b> (MDA) using unregulated chemicals (Project Alberta Mede)	90
	Improved understanding of <b>border vulnerabilities</b> regarding visa and migration fraud methodologies (Project Iceberg)	73
	Identified a possible <b>trade-based money laundering network</b> for further investigation (Project Iceberg)	73
	Provided intelligence that assisted in identifying 'at risk' <b>terrorism threats</b> (Project Ridgeline)	99
	Identified suspicious chemical purchases for the purpose of <b>manufacturing illicit drugs</b> for further investigation (Project Alberta-Mede)	90
	Identified an emerging threat posed by <b>illicit firearms</b> sourced online via the 'darknet' (Project Macrobust)	75
<b>DISCOVER: KPI 2</b> The ACC fills intelligence gaps through the identification of vulnerabilities and indicators of serious and organised crime.  	<b>78%</b> of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	Provided <b>real time alerting</b> (4333 reports) on nationally significant crime targets (Project Rosencrantz)	74
	Provided intelligence on <b>ransomware (malware)</b> to inform law enforcement investigations (Project Longstrike)	101
	Collected intelligence and provided intelligence reports on the use of <b>encrypted communications</b> by serious and organised crime (Project Muskwood)	104
	Produced 79 intelligence reports on <b>foreign fighters and counter-terrorism</b> , including disclosures that supported law enforcement operational activity (Project Ridgeline)	99
	Provided <b>cybercrime intelligence</b> that initiated, and provided ongoing support for, two international cybercrime investigations (Project Longstrike)	102
	Identified previously unknown <b>cybercrime threats</b> for further investigations by law enforcement partners (Project Longstrike)	102





## UNDERSTAND

We have a national intelligence picture on current and emerging threats. All of our partners contribute to it and use this to guide their response to serious and organised crime.

KPI	Achievements	Page
<b>UNDERSTAND: KPI 3</b> The ACC collects and maintains national holdings of serious and organised crime threats and targets.  	91% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	Maintained the <b>National Criminal Target List</b> and made it available to partners through the <b>National Targeting System</b>	116–7
	Maintained the <b>Australian Criminal Intelligence Database</b> and made it available to partners through the Australian Law Enforcement Intelligence Network	121
	Conducted 176 <b>coercive examinations</b> to fill intelligence gaps, progress investigations with our partners, and enhance understanding of serious and organised crime threats and targets	61 and 87
	Maintained 1.8 million <b>firearm</b> transaction and importation records, provided analysis, and responded to 540 firearm trace requests, disseminating 302 responses with information (Project Kardinia)	75
	Responded to <b>requests for information</b> from national and international partners with 656 disseminations of intelligence holdings	56
	Developed the <b>Gangs Intelligence Hub</b> for secure sharing of gangs information with partners (Project Legion/AGICC)	115
	Developed a secure and validated list of outlaw motor cycle gang members in the <b>National Gangs List</b> (Project Legion/AGICC)	115
	Produced over 450 intelligence reports on <b>outlaw motor cycle gangs</b> , provided to over 70 agencies in support of multiple investigations (Project Legion/AGICC)	95
	Administered and provided reporting on the <b>Australian Cybercrime Online Reporting Network</b> (ACORN)	123–4
	Provided a <b>shared understanding</b> of the serious and organised crime threat and emerging issues at the jurisdictional level (Project Macroburst)	75
	Contributed to the national intelligence holdings on <b>wildlife and environmental crime</b>	50–1
	Compiled national <b>illicit drug data</b>	42–3
<b>UNDERSTAND: KPI 4</b> The ACC interprets and analyses national holdings to create a national serious and organised crime intelligence picture.  	88% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	Shared 2317 <b>intelligence products</b> with 265 agencies (excluding automated alerts)	56
	Produced the <b>Organised Crime Threat Assessment</b>	41
	Produced the <b>Organised Crime in Australia</b> public report	41
	Produced the <b>National Criminal Target Report</b>	42
	Produced the public <b>Illicit Drug Data report</b>	42–3
	Produced the <b>National Cybercrime Intelligence Assessment</b>	45–6
	Produced a strategic assessment of the <b>methylamphetamine</b> market	44–5
	Produced two strategic insights on <b>outlaw motor cycle gang</b> activity	49
	Produced report on <b>profit motivated vehicle theft</b>	46–7
	Produced strategic assessment and other intelligence products on <b>visa and migration fraud</b>	47
	Produced a strategic assessment on <b>public sector corruption</b>	47–8
	Produced 16 <b>strategic insights intelligence products</b> on a range of serious and organised crime topics	48
	Produced an assessment of the current <b>MDMA market</b> and likely trajectory of this market	91
	Produced intelligence on the <b>movement of illicit funds</b> in Australia and overseas and the methodologies used (Task Force Eligo)	63
	Produced intelligence on <b>business structures and illegal business practises</b> used to facilitate criminal activity and hide proceeds of crime (Projects Astor and Patrobus)	63
	Produced intelligence on the <b>illicit tobacco</b> trade (Project Macroburst)	75


## Performance scorecard against KPIs 2014–15 (continued)

<b>RESPOND</b> <b>Prevent—It is harder for serious and organised criminals to operate in Australia; the vulnerabilities they seek to exploit have been reduced.</b> <b>Disrupt—Serious and organised criminal enterprises are disrupted, disabled and dismantled through an effective enforcement regime and regulation, policy and legislation responses.</b>		
KPI	Achievements	Page
<b>RESPOND: KPI 5</b> The ACC informs and influences the hardening of the environment against serious and organised crime.  	<b>78%</b> of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	Produced intelligence on the legal and regulatory vulnerabilities associated with <b>tax and secrecy haven jurisdictions</b> being exploited by professional facilitators of criminal activity (Project Patrobus)	63
	Provided intelligence on vulnerabilities to <b>criminal exploitation at maritime ports</b> (Project Persephone)	99
	Contributed to the <b>National Ice Taskforce</b>	89
	Developed indicators for high risk international consignments that successfully <b>identified illicit drug importations</b> (Project Iceberg)	73
	Supported improved professionalism of the alternative remittance sector to <b>harden the environment</b> against organised crime infiltration (Eligo Task Force)	64
	Worked with partners so that potentially <b>harmful peptides and hormones</b> became scheduled as 'prescription-only medicines'	91
	Identified <b>vulnerabilities for organised crime exploitation</b> of processes for registering a name change (Project Macrobust)	75
	Provided <b>case studies and related intelligence</b> for consideration by the Financial Action Task Force and other international bodies	64
	Contributed insights to many parliamentary and other enquiries/reviews to <b>inform and influence decisions</b> and national responses	52–5
	Influenced further responses, including preventative activities in relation to <b>child abuse and violence</b> affecting vulnerable Indigenous communities, through previously produced intelligence	108–9
<b>RESPOND: KPI 6</b> The ACC influences or enables the disruption, disabling or dismantling of serious and organised crime.  	<b>83%</b> of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	54 serious and organised criminal groups/networks <b>disrupted</b>	Highlights are included in Chapters 3 and 4
	\$34.53 million <b>cash seized</b>	
	More than <b>\$1.96 billion</b> estimated street value of <b>illicit drugs</b> seized	
	More than \$175.7 million estimated street value of <b>precursor chemicals seized</b>	
	More than \$238.89 million in <b>assets restrained</b>	
	\$81 million <b>forfeitures</b> and <b>pecuniary penalty orders</b> issued	
	\$95.3 million <b>tax assessments</b> issued	
	194 people <b>arrested</b> on 548 <b>charges</b>	
	18 <b>firearms seized</b>	
	Referred <b>88 entities</b> with an estimated value of offending of \$80.81 million for consideration by the Criminal Assets Confiscation Taskforce	67

## RESPOND (continued)

**Prevent**—It is harder for serious and organised criminals to operate in Australia; the vulnerabilities they seek to exploit have been reduced.

**Disrupt**—Serious and organised criminal enterprises are disrupted, disabled and dismantled through an effective enforcement regime and regulation, policy and legislation responses.

KPI	Achievements	Page
<b>RESPOND: KPI 7</b> The ACC participates in or coordinates collaboration in joint operations and investigations to prevent and disrupt serious and organised crime. 	<b>85%</b> of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator	151
	<b>Eligo National Task Force</b> (money laundering in alternative financial remittance sector—national)	63, 65–6
	<b>Criminal Assets Confiscation Taskforce</b> (recovery of proceeds of crime—national)	66–7
	<b>Australian Gangs Intelligence Coordination Centre</b> <b>Project Legion</b> <b>Task Force Attero</b> <b>Task Force Morpheus</b> (outlaw motor cycle gangs/criminal gangs—national)	95 and 115 95 and 115 78–9 95–6
	<b>Project Ridgeline</b> <b>Project Advection</b> (foreign fighters/terrorism—national)	99 99
	<b>Project Longstrike</b> (malware and exploitation of digital currencies—national)	101–2
	<b>Project Astor</b> (detection of criminal wealth—national)	66
	<b>Project Macrobust</b> (regional serious and organised crime threats—national)	75
	<b>Project Wickenby</b> (nationally significant tax fraud—national)	67–8
	<b>Project Sinis</b> (migration fraud—national)	104
	<b>Maritime task forces</b> (disruption of organised crime exploitation of the maritime sector—VIC, NSW, QLD)	99
	<b>Joint Organised Crime Task Forces/Groups</b> (disruption of jurisdictional serious and organised crime groups—VIC, NSW, WA)	76–7
	<b>Task Force Discover</b> (vehicle theft—VIC)	46

# Scorecard analysis 2013–14 and 2014–15 results

The following table provides an assessment of how we have performed, both in terms of quantitative and qualitative results, with an overall summary of performance against each key performance indicator. To put our performance into context, we have included data from the last two years in the quantitative results and, where possible, we have also included five-year trend data.

## Performance scorecard analysis and trends

DISCOVER

KPI 1: The ACC produces useful intelligence that identifies and provides insights on new and emerging serious and organised crime threats.

Quantitative results

Targets added to the National Criminal Target List

2013–14	2014–15
119 in total*	61 in total
57 by the ACC	29 by the ACC

Fewer new targets were added to the National Criminal Target list this year than last year. Last year’s spike was partly due to an extensive list refreshment project we conducted with partner agencies last year, to better capture important targets.

We anticipate 2015–16 numbers will more closely reflect normal activity and provide a more stable benchmark for future trending comparisons.

\* Last year this figure was under-reported as 109.

Previously unknown targets identified (money laundering entities)

2013–14	2014–15
95	112

Although it is useful to trend these numbers over time, we expect the number of targets identified to vary from year-to-year depending on our focus and the criminality being investigated.

Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI

2013–14	2014–15
93%	88%

Although our stakeholder survey result is slightly down on last year’s very high percentage, it still represents **strong performance** in this area.

Qualitative results

We discovered new threats this year related to similar themes as reported last year.

This included identifying previously unknown **money laundering targets** and **methodologies** of international money laundering syndicates impacting Australia.

We also produced new intelligence on themes noted last year in relation to **foreign fighters/terrorism** and **visa and migration fraud**.

Other new threats identified this year related to **illicit drugs**, **firearms** and **cybercrime**.

Our performance in relation to **outlaw motor cycle gangs**, noted as a *Discover* result against this KPI last year is reflected in our *Understand* and *Respond* KPIs this year.

Summary

Overall we demonstrated a **similar level of performance** against this indicator this year as compared with last year.

## DISCOVER (continued)

KPI 2: The ACC fills intelligence gaps through the identification of vulnerabilities and indicators of serious and organised crime.

Quantitative results	Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI	
	2013–14	2014–15
	89%	78%
	Although our stakeholder survey result is down on last year's high percentage, it still represents <b>solid performance</b> in this area.	
Qualitative results	Our performance in filling intelligence gaps and providing indicators of serious and organised crime <b>has improved</b> this year through the addition of our <b>automated alerting service</b> with 4333 reports provided to partners on nationally significant targets.	
	New vulnerabilities identified this year, similar to last year, focused on <b>cyber-related threats</b> and our <b>foreign fighter/counter-terrorism</b> work also featured in this <i>Discover</i> KPI.	
	The number of strategic assessments is not the relevant measure. Rather it is the importance of the topics and the resulting response that we consider in assessing our performance.	
Summary	Overall we demonstrated <b>an improvement in performance</b> against this indicator this year as compared with last year.	

## UNDERSTAND

KPI 3: The ACC collects and maintains national holdings of serious and organised crime threats and targets.

Quantitative results	Number of coercive examinations to fill intelligence gaps, enhance understanding and progress investigations	
	2013–14	2014–15
	263	176
	A number of factors combined to reduce the overall number of examinations we conducted this year compared with previous year, including: legislative impediments (see page 116), the overseas focus of several of our investigations, prioritisation of resources, and the commencement of new programs of work that need to mature before using examinations.	
	We anticipate the number of examinations in 2015–16 will trend upwards again.	
	Responses to requests for information from national and international partners	
	2013–14	2014–15
	114	354 (175 AGICC related)
	571 firearms trace requests	540 firearms trace requests
	246 firearms responses with information	302 firearms responses with information
	The volume of firearms records trace requests remained relatively stable.	
	The responses to requests for information rose sharply this year, largely due to the operation of the Australian Gangs Intelligence Coordination Centre (AGICC) (see page 95).	
	Other types of requests also increased but these will vary from year-to-year depending on the activities of partner agencies.	
	Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI	
	2013–14	2014–15
	96%	91%
	Although our stakeholder survey result is slightly down on last year's very high percentage, it still represents <b>strong performance</b> in this area.	

## Performance scorecard analysis and trends (continued)

### UNDERSTAND (continued)

**KPI 3: The ACC collects and maintains national holdings of serious and organised crime threats and targets.**

## Qualitative results

## Continuing performance

We continued to maintain and provide partners with access to the:

- Australian Law Enforcement Intelligence Network
- Australian Criminal Intelligence Database
- National Target System (and National Criminal Target List)
- Violent and Sexual Crime Database
- National Clandestine Laboratory Database.

We also continued to provide a **shared understanding** of serious and organised crime at the jurisdictional level and undertook our annual compilation of illicit drug data.

## New performance

This year, building on our Discovery work from last year and the work of the AGICC, we **developed new capabilities** to improve the collection and sharing of national holdings on serious and organised crime. These include:

- Gangs Intelligence Hub
- National Gangs List
- automated alerting.

In addition we shared over 450 intelligence reports regarding **outlaw motor cycle gangs**.

We were also instrumental in the launch of the new **Australian Cybercrime Online Reporting Network** (ACORN), which we administer and provide reporting on.

In response to government prioritisation and provision of funding, we also contributed to national intelligence holdings on **wildlife and environmental crime**.

## Summary

Overall we demonstrated **an improvement in performance** against this indicator this year as compared with last year.

**KPI 4: The ACC interprets and analyses national holdings to create a national serious and organised crime intelligence picture.**

## Quantitative results

### Number of intelligence products

	2013–14	2014–15
<b>Analytical</b>		
Flagship	5	6
Strategic assessment, Strategic insights, Discussion paper	12	25
Operational analysis	44	21
Intelligence briefs and reports	92	82
<b>Tactical</b>		
Information reports	1618	1789
Other tactical information	393	394
<b>Subtotal</b>	<b>2164</b>	<b>2317</b>
Automated alerting	N/A	4333
<b>Total</b>	<b>2164</b>	<b>6550</b>
Number of agencies shared with	254	265

The production of ACC products and the breadth of sharing will always be contingent on the specific work we conduct in any year.

This slight variance on historical standards, taking into account the impact of the new automated alerting service, represents the normal variations we would expect to see (either up or down).

## UNDERSTAND (continued)

KPI 4: The ACC interprets and analyses national holdings to create a national serious and organised crime intelligence picture.

Quantitative results (continued)	Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI	
	2013–14	2014–15
	91%	88%
	Although our stakeholder survey result is slightly down on last year's very high percentage, it still represents <b>strong performance</b> in this area.	
Qualitative results	We produced our scheduled flagship strategic products as a core deliverable for this KPI to build the national serious and organised crime intelligence picture.	
	In addition, this year we produced two major national assessments on <b>cybercrime</b> and <b>methamphetamine</b> .	
	The range of different topics and sectors covered by the intelligence products demonstrates our high level of performance, which is at a similar level to that reported last year.	
Summary	Overall we demonstrated a <b>similar level of performance</b> against this indicator this year as compared with last year.	

## RESPOND

KPI 5: The ACC informs and influences the hardening of the serious and organised crime environment.

Quantitative results	Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI	
	2013–14	2014–15
	83%	78%
	Although our stakeholder survey result is slightly down on last year's high percentage, it still represents <b>solid performance</b> in this area.	
Qualitative results	Our performance to prevent and harden the environment against organised crime continues some of the themes reported from last year including work in the <b>alternative remittance sector</b> and on <b>illicit drugs</b> .	
	We also produced intelligence to inform responses to harden the environment against serious and organised crime in relation to <b>tax and secrecy havens</b> , <b>maritime ports</b> and identity protection ( <b>name changes</b> ).	
	Our intelligence also informed the Financial Action Task Force and other international bodies.	
	In addition, through our contribution to parliamentary and other enquiries/reviews we informed or influenced decisions and national responses related to topics ranging from <b>telecommunications intercepts</b> and <b>data retention</b> , to the <b>methamphetamine</b> market and organised crime exploitation of <b>digital currency</b> .	
	The number of contributions to parliamentary enquiries/reviews is not the relevant measure. Rather it is the importance of the topics and the resulting response (such as the formation of the National Ice Taskforce) that we consider in assessing our performance.	
	We also saw results continue to flow this year from some of our previous work in <b>Indigenous communities</b> and with <b>harmful peptides and hormones</b> becoming scheduled as 'prescription-only medicines'.	
Summary	Overall we demonstrated a <b>similar level of performance</b> against this indicator this year as compared with last year.	

# Performance scorecard analysis and trends (continued)

RESPOND

KPI 6: The ACC influences or enables the disruption, disabling or dismantling of serious and organised crime.

We have been recording our disruption-related results for many years and so are able to provide comprehensive trend data for this KPI.

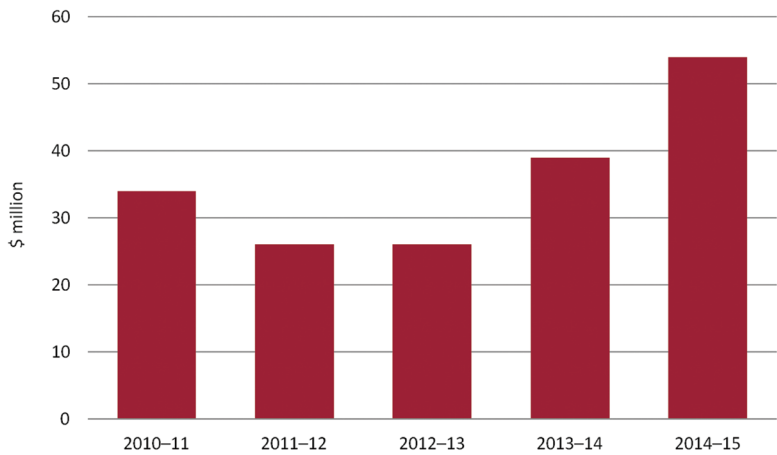
There can be many influences on these trends including: changing priorities, funding cycles, changes in staffing numbers, and operational cycles that do not always lead to disruption-related results within a given reporting year.

It is usual to see results go up and down from year-to-year, particularly on measures where one very large outcome (such as a major drug seizure) or activity can ‘spike’ a result.

As such, a longer-term review of results is required for useful comparison.

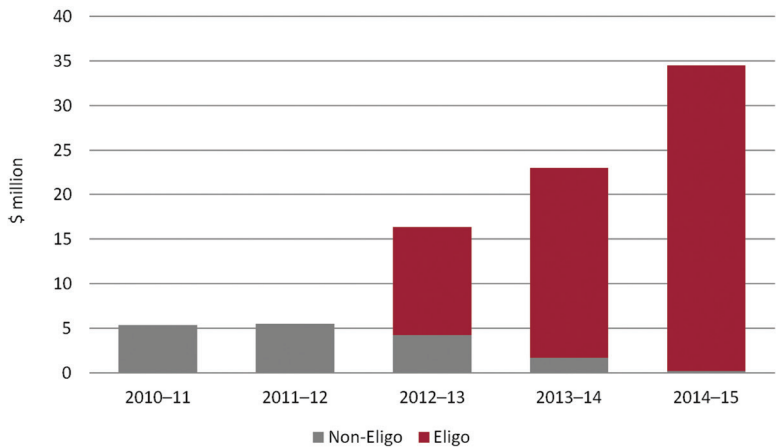
Overall these results show a consistent level of performance, with some measures trending upwards this year, particularly due to the achievements of Task Force Eligo.

### Disruptions



The increasing disruption trend over the past few years reflects our effective working relationship with a range of stakeholders to disrupt serious and organised crime, particularly through Task Force Eligo.

### Cash and casino chips seized



The continued increase in cash seized reflects our current focus and ACC Board approved Task Force Eligo targeting money laundering.

Quantitative results

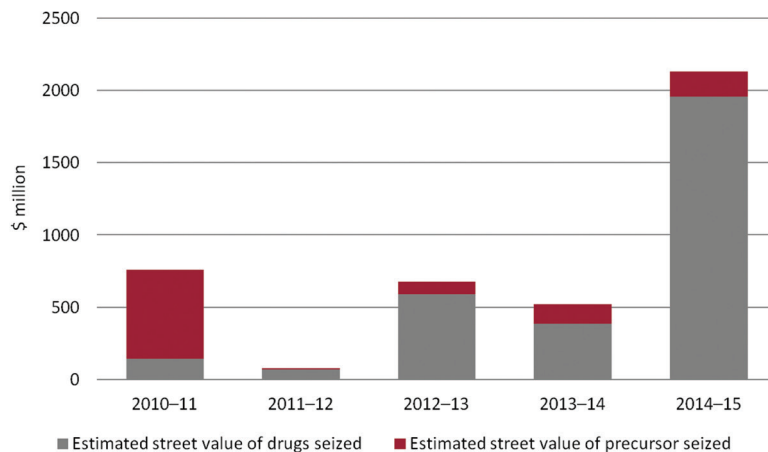


## RESPOND (continued)

KPI 6: The ACC influences or enables the disruption, disabling or dismantling of serious and organised crime.

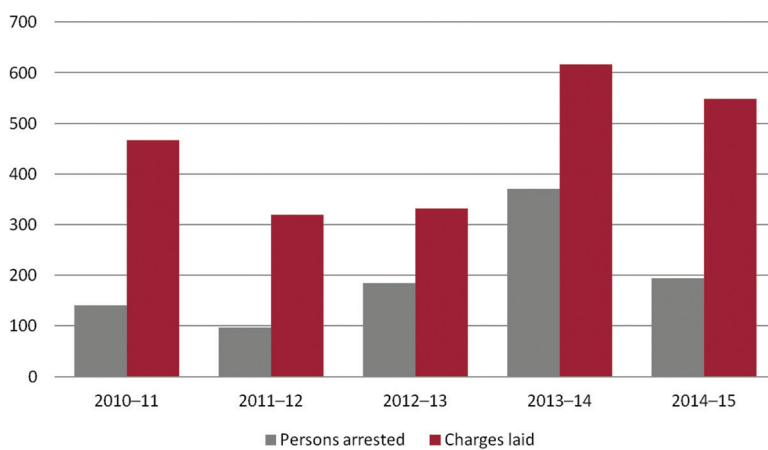
### Quantitative results (continued)

#### Drugs and precursor chemicals seized



Drug seizure results will vary from year-to-year with operational cycles and will often spike with large seizures. This year shows a strong result.

#### Arrests and charges



Charges laid will vary from year-to-year depending on specific operational activities. Overall this remains largely consistent with previous trends, noting a spike last year due to Task Force Attero.

Performance scorecard analysis and trends (continued)

RESPOND																														
KPI 6: The ACC influences or enables the disruption, disabling or dismantling of serious and organised crime.																														
Quantitative results (continued)	<h3>Firearms seized</h3> <table><tr><th>Year</th><th>Firearms seized</th></tr><tr><td>2010-11</td><td>24</td></tr><tr><td>2011-12</td><td>16</td></tr><tr><td>2012-13</td><td>34</td></tr><tr><td>2013-14</td><td>84</td></tr><tr><td>2014-15</td><td>18</td></tr></table> <p>Firearm seizures are undertaken in conjunction with our serious and organised crime investigations, and annual seizure figures will depend on the syndicates being targeted in a particular year.</p>	Year	Firearms seized	2010-11	24	2011-12	16	2012-13	34	2013-14	84	2014-15	18																	
	Year	Firearms seized																												
	2010-11	24																												
	2011-12	16																												
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<h3>Proceeds of crime and tax</h3> <table><tr><th>Year</th><th>Assets restrained</th><th>Forfeitures and pecuniary penalty orders</th><th>Tax Assessments</th><th>CACT: Value of offending</th></tr><tr><td>2010-11</td><td>30</td><td>5</td><td>45</td><td>30</td></tr><tr><td>2011-12</td><td>105</td><td>30</td><td>50</td><td>35</td></tr><tr><td>2012-13</td><td>85</td><td>25</td><td>160</td><td>40</td></tr><tr><td>2013-14</td><td>150</td><td>95</td><td>85</td><td>170</td></tr><tr><td>2014-15</td><td>240</td><td>80</td><td>95</td><td>100</td></tr></table> <p>The results from these measures on tackling criminal wealth can take a long time to come to fruition, and will vary from year-to-year. This can be skewed by large results in a particular year, but overall the results, achieved primarily through our contribution to the Criminal Assets Confiscation Taskforce, are strong.</p>	Year	Assets restrained	Forfeitures and pecuniary penalty orders	Tax Assessments	CACT: Value of offending	2010-11	30	5	45	30	2011-12	105	30	50	35	2012-13	85	25	160	40	2013-14	150	95	85	170	2014-15	240	80	95	100
Year	Assets restrained	Forfeitures and pecuniary penalty orders	Tax Assessments	CACT: Value of offending																										
2010-11	30	5	45	30																										
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2014-15	240	80	95	100																										
<h3>Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI</h3> <table><tr><th>2013-14</th><th>2014-15</th></tr><tr><td>83%</td><td>83%</td></tr></table>	2013-14	2014-15	83%	83%																										
2013-14	2014-15																													
83%	83%																													
	There was no change to our <b>strong performance</b> in this area.																													
Summary	Overall this year’s results show a <b>general positive trend</b> when compared with previous years.																													

## RESPOND

KPI 7: The ACC participates in or coordinates collaboration in joint operations and investigations to prevent and disrupt serious and organised crime.

Quantitative results	<b>Number of joint operations and investigations</b>	
	<b>2013–14</b>	<b>2014–15</b>
	20	19
	<b>Percentage of stakeholder survey respondents who agree or strongly agree we achieved this KPI</b>	
	<b>2013–14</b>	<b>2014–15</b>
	91%	85%
	Although our stakeholder survey result is down on last year's very high percentage, it still represents <b>strong performance</b> in this area.	
Qualitative results	Consistent with last year, we participated in a considerable number of joint operations, investigations and multi-agency task forces.	
	This year has seen a different pattern to last year, with a smaller number of state-specific operations, but broader engagement nationally across Australia through the large task forces such as the Eligo Task Force, which has involved activity and results in most Australian states.	
Summary	Overall we demonstrated <b>similar performance</b> against this indicator this year as compared with last year.	