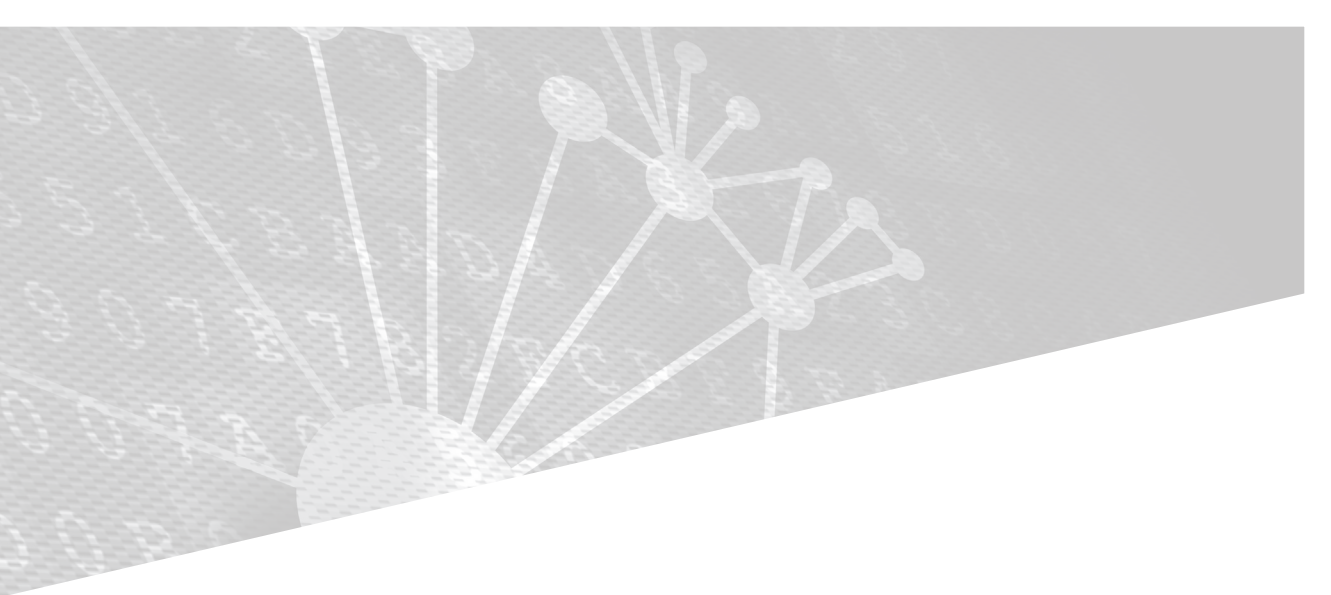We invest in improving our capability and services, including the way we collaborate nationally and internationally, to support national outcomes that reduce serious and organsied crime.

Chapter ⑤
Capability and development

Aim

Our *Strategic Plan 2013–18* has a strong focus on building capability. It articulates our vision and approach, the changing environment in which we work and how we will build capability and work with our partners to achieve our vision.

We aim to evolve our existing capabilities—people, methodologies and technology—to effectively respond to current and emerging threats. We also aim to strengthen partnerships and create opportunities to collaborate and share our partners' capabilities.

Result

This year we continued to provide our unique capabilities and support to our partners to complement and maximise national responses to serious and organised crime. We also continued to bring different partners together whose varied expertise and capabilities can be combined to combat the common threat.

This included through our Fusion capability, the Australian Gangs Intelligence Coordination Centre, Joint Analyst Groups and our role as a national focal point for initiatives and forums that bring together Commonwealth, state and territory partners to address nationally significant crime.

Of particular note this year were advances in developing and launching new national databases and tools for our partners.

Snapshot of our capability and development in 2014–15

248 745 million searches of the Australian Criminal Intelligence Database

Launched new **automated alerting** service on significant criminal targets

Developed **Gangs Intelligence Hub**

Delivered consolidated **National Gangs List**

Secured funding to **improve the existing information sharing platform**

Progressed **cyber, financial and international capability strategies**

Member of the **Australian Cyber Security Centre**

Collaborated on the new **Australian Cybercrime Online Reporting Network (ACORN)**

Secured funding for **ACC international deployment program**, which will see ACC officers in Asia, the Middle East, Canada and the United States

Fusion

Since it was established in 2010, the ACC-led National Criminal Intelligence Fusion Capability has evolved from a standalone capability to become integrated into business-as-usual across the ACC.

Fusion brings together specialist people, tools and data from more than 20 Commonwealth, state and territory agencies to develop insightful intelligence about serious and organised crime in Australia. It effectively joins our intelligence and investigative work, and our information technology and analytics capabilities.

Using Fusion's advanced analytical tools and our legislative powers, we 'fuse', mine and analyse data from multiple sources to:

- discover previously unknown intelligence about organised criminal activity and targets
- monitor Australia's highest risk criminal targets to identify new intelligence and investigative opportunities.

Through Fusion we can analyse large datasets in a matter of hours, as opposed to manual analysis that can take up to six weeks.

Fusion specialises in developing intelligence on new and emerging criminal threats, ranging from communications technologies to money laundering techniques. Fusion also includes our firearms tracing service (see page 75).

Specialist teams—Fusion Monitoring, Fusion Discovery, Fusion Cyber and Fusion Special Intelligence Collection—provide niche analysis capabilities and access to other multi-agency bodies.

Fusion is integral to results achieved across many areas of our work and increasingly in demand by our partners.

National focal point

We have a national focus, bringing together Commonwealth, state and territory partners to address nationally significant crime. This includes through forums and initiatives such as the:

- Australian Gangs Intelligence Coordination Centre
- Joint Analyst Groups
- National Criminal Target List
- Australian Criminal Intelligence Forum
- Australian Criminal Intelligence Model

- National Criminal Intelligence Priorities

- National Intelligence Coordination Committee

- national security relationships

- encrypted communications collaboration.

Australian Gangs Intelligence Coordination Centre

Criminal gangs, in particular outlaw motor cycle gangs, are often the most public face of organised crime. In recent years, we have seen considerable expansion both within Australia and overseas.

A key government initiative to combat this growing threat is the multi-agency Australian Gangs Intelligence Coordination Centre (AGICC), which has been operating at the ACC since December 2013. Housed in a custom-built operations room within ACC headquarters, the AGICC brings together specialist staff from the ACC, Australian Federal Police, Australian Taxation Office, Australian Customs and Border Protection Service, Department of Immigration and Border Protection, and Centrelink.

Through the AGICC we are building and coordinating an intelligence-led response to outlaw motor cycle gangs and other known gangs.

This year, through the AGICC, we produced:

- *Gangs Intelligence Hub*—This strengthens the ability to share information among partner agencies about gang activity in Australia and overseas (see page 123).

- *National Gangs List*—This is a new, nationally agreed, secure and validated list of outlaw motor cycle gang members (see page 123). During the year we developed nationally agreed categories and standards for entries on this list through collaboration with our Task Force Morpheus partners (see page 96).

> *[The National Gangs List briefing] was invaluable...particularly in identifying potential avenues of enquiry and considerations for assessing and targeting persons of interest.*
>
> Victoria Police

More details about AGICC achievements in 2014–15 are included in the report on our Outlaw Motor Cycle Gangs special operation under **Project Legion** are on page 95.

Joint Analyst Groups

Joint Analyst Groups (JAGs) are multi-agency intelligence functions located in each state and territory. They bring together analysts from the ACC, jurisdictional police and other Commonwealth and state partner agencies.

The ACC Board, Serious Organised Crime Coordination Committee (SOCCC), Australian Criminal Intelligence Forum (ACIF) and Australia New Zealand Policing Advisory Agency (ANZPAA) recognise that combined and coordinated national efforts are required to combat the highest organised crime threats.

Under ANZPAA information sharing protocols the JAGs identify, coordinate and prioritise intelligence about targets and threats at a jurisdictional level. They provide this intelligence to Joint Management Groups (forums of senior managers) to inform the coordination of operational and intelligence decision-making.

The JAGs produce leading criminal intelligence on emerging threats, identify and develop serious and organised crime targets, and ensure that Regional Criminal Target Lists are current and accurate. In this way the JAGs ensure collaboration and build on the collective expertise and knowledge of serious and organised crime. This enhances the shared understanding of the serious and organised crime threats at the jurisdictional level.

The JAGs support our special operations and special investigations. Much of this work is done through Project Macroburst (see page 75). The JAGs also prepare pictures of serious and organised crime and emerging threats and opportunities. This work informs key intelligence products including our *Picture of Criminality in Australia*, including the *Illicit Drug Data Report.*

Since they were established in 2013, the JAGs have provided increasingly mature and timely advice to Joint Management Groups, with more support based on increased use of the Regional Criminal Target Lists and enhanced regional assessment of emerging priority criminal behaviours and threats.

National Criminal Target List

We maintain the National Criminal Target List, which details the risk posed by Australia's nationally significant serious and organised crime targets, including those based offshore but active in Australia's criminal markets. Australian and New Zealand law enforcement agencies and relevant regulatory bodies contribute to the list using a consistent threat and risk assessment methodology. Prior to the ACC Board endorsing the creation of the list in 2010, agencies maintained their own jurisdictional target lists, with inconsistent risk assessment processes. The absence of a contemporary national list also made it difficult to develop a clear national picture of the threat and risk associated with serious and organised crime targets operating in Australia.

Analysis of the list has assisted law enforcement and regulatory agencies, and senior decision-making bodies, such as the SOCCC and regional Joint Management Groups, to make informed decisions directing resources toward targets posing the highest levels of threat and risk. We make the National Criminal Target List available to partners though the National Target System (see page 122).

Australian Criminal Intelligence Model

The Australian Criminal Intelligence Model represents an agreed national framework for managing knowledge of the criminal environment and better exploiting intelligence capabilities nationally.

This year, ACIF agencies continued to implement this ACC Board-endorsed model. The ACIF is monitoring progress and will consider adjustments and improvements as required. For more details about the ACIF, see page 118.

The model is improving the flow of criminal intelligence within and across the three operating domains (policing and community safety, serious and organised crime, and national security) and will assist and influence decision-makers nationally. This is a significant step towards treating criminal intelligence as a national asset—something that is collected once and used often for the benefit of many.

The ACIF continues to focus on three critical success factors for the model—technology, policy and legislation, and culture. While it is difficult to quantify the value of intelligence inputs, the ACIF continues to make progress against each success factor:

- *Technology*—The ACIF is working collaboratively on federated technologies (national, collectively owned and used technologies) and is building consensus on and commitment to the National Criminal Intelligence System, which is the proposed replacement for the Australian Criminal Intelligence Database and Australian Law Enforcement Intelligence Network desks (see page 122).

- *Policy and legislation*—The model was used as a benchmark in developing the ANZPAA Education and Training Guidelines for Police Intelligence. The Australasian Police Professional Standards Council has accepted and endorsed these guidelines.

- *Culture*—Establishing the ACIF as a forum for heads of intelligence nationally has contributed significantly to a culture of improved intelligence sharing across agencies and raised the profile of intelligence. Collaboration between ACIF and the SOCCC and strengthening of the Joint Management Group and Joint Analyst Group frameworks has been pivotal to the improved intelligence sharing. This collaboration has reinforced the link between intelligence and operations, and is in line with the model's vision of intelligence partnerships for a safer Australia. The question is no longer whether to share or not share, but rather what to share, how to share and what technology will facilitate sharing.

The ACIF is currently revising the Australian Criminal Intelligence Model's supporting Strategic Plan for 2015–18 in conjunction with a revised implementation roadmap and associated business plans. While the strategy remains largely unchanged, the addition of an associated business plan will provide enhanced delivery and accountability of the model's strategic objectives.

Australian Criminal Intelligence Forum

Australian heads of intelligence collaborate on the implementation of the Australian Criminal Intelligence Model and formulate national advice to the ACC Board and other stakeholders through the ACIF. The ACIF consists of agencies from the three operating domains of policing and community safety, serious and organised crime, and national security.

In 2014–15 the ACIF oversaw the ongoing implementation of the Australian Criminal Intelligence Model (see previous page) and continued to focus on identifying common standards, processes and protocols for managing the national intelligence assets. Other activities included:

- collaborating on national intelligence definitions

- developing a national intelligence evaluation model

- revising the National Criminal Intelligence Priorities (see below)

- collaborating on how to overcome restrictive legislation and policies that prevent information sharing

- updating a central hub for strategic products and contacts

- developing a criminal intelligence newsletter for distribution to intelligence practitioners.

The ACC chairs the ACIF and provides the secretariat function. The ACIF reports to the ACC Board twice a year, in March and September.

National Criminal Intelligence Priorities

The National Criminal Intelligence Priorities (NCIPs) provide a ranked summary of known national criminal threats affecting Australia and a basis for considering allocation of resources and operational deployments.

The ACC Board establishes the NCIPs following advice from the ACC and the ACIF (see above). The ACIF is responsible for:

- reviewing the NCIPs and strengthening links with the *National Criminal Target Report* and *Organised Crime Threat Assessment* (see pages 41–2)

- ensuring the NCIPs are an up-to-date reflection of the dynamic criminal environment at the Commonwealth, state and territory level.

The NCIPs guide a diverse range of intelligence collection as well as national reporting. They are reviewed every two years.

National Intelligence Coordination Committee

We contribute to the National Intelligence Coordination Committee and its associated sub-committees regarding serious and organised crime and other national security issues, as required.

National security relationships

We have continued to build and diversify our relationship with the national security community. For example, we have embedded staff into the newly established counter-terrorism architecture. The ACC is also an integral part of the new Australian Cyber Security Centre (see pages 102 and 125) and the Australian Counter-Terrorism Centre.

These relationships are facilitating greater collaboration and information sharing— deepening understanding of links between serious and organised crime and national security issues, which assists in disrupting such activities.

This year we strengthened relationships with other members of the National Intelligence Community to share information and capabilities, where lawful and appropriate, regarding the highest risk organised crime targets.

Encrypted communications collaboration

Serious and organised crime uses encrypted communications as an enabler. During the year we played a strong role in bringing partners together to consider:

- the implications of encrypted communications for Australian law enforcement

- how the market for encrypted communications in Australia will have ramifications for future law enforcement intelligence collection.

For more details, see page 104.

National databases and tools

Strong intelligence sharing allows law enforcement agencies to better focus operational resources on reducing the impact of the most serious and organised crime threats. Our intelligence also informs and influences longer-term strategic planning and policy development, with an emphasis on prevention.

We provide secure network access for partners to a range of analytical tools and criminal intelligence databases.

This year has seen important developments, with the following new initiatives and services:

- commencement of improvements to the existing information sharing platform

- launch of the new Australian Cybercrime Online Reporting Network (ACORN)

- development of:

  - an automated alerting system to partners on high threat targets

  - a National Intelligence Hub of important outlaw motor cycle gang information

  - a National Gangs List.

Australian Law Enforcement Intelligence Network

The Australian Law Enforcement Intelligence Network (ALEIN) is the secure extranet that provides a gateway for our partners to access the:

- Australian Criminal Intelligence Database (ACID)

- National Target System

- automated alerting service

- Gangs Intelligence Hub

- National Gangs List

- National Clandestine Laboratory Database

- Violent and Sexual Crime Database

- ALEIN information desks (our partners can access intelligence products stored within a 'desk' based structure).

ALEIN is also a secure messaging channel for sharing criminal information and intelligence between Commonwealth, state and territory partners.

We publish our intelligence assessments to both ALEIN desks and ACID. ALEIN desks provide a web-like environment, providing access to the latest ACC intelligence products.

There are currently 28 international, Commonwealth, state and territory law enforcement agencies connected to ALEIN. In 2014–15 the number of active ALEIN users from those agencies was 3103, compared with 2896 in 2013–14. This year we facilitated 29 775 visits to 1060 intelligence desks within ALEIN.

This indicates a continued decline in the number of desks (12 per cent less than last year) and ALEIN visits (22 per cent less than last year). This can be attributed in part to rationalising the desks in support of the AGICC (see page 115) and the move to using the platforms of the National Gangs List (see page 123) and National Target System (see page 122).

Australian Criminal Intelligence Database

The Australian Criminal Intelligence Database (ACID) is Australia's national criminal intelligence and information system, which is mandated in section 7A(a) of the ACC Act. It includes much of the intelligence we assemble as well as intelligence uploaded by our partners. ACID provides 26 Commonwealth, state and territory law enforcement agencies and other regulatory authorities with the ability to securely share, collate and analyse criminal information and intelligence nationally.

ACID offers analysts and investigators functionality and tools to assist with identifying, analysing and sharing critical pieces of information including new criminal trends, emerging methodologies, links between crime groups and cross-border criminal activities. However, it is 30 years old and we are working on a replacement system (see National Criminal Intelligence System on the next page).

This year we secured funding for maintenance and enhancements to the information and communications technology infrastructure of ACID and ALEIN and to start work on the National Criminal Intelligence System (NCIS).

Activities this year

- *Improvements*—We are committed to improving our user interaction with the system through ongoing training opportunities, minor system enhancements to access, and search and presentation functions.

- *Uploads*—The volume of criminal information and intelligence uploads to ACID during 2014–15 was 284 576 compared with 303 963 in 2013–14.

- *Entities created*—We created 1 070 699 new entities (uploaded intelligence reports may contain details of one or more entities such as names, addresses and other specific information).

- *Users*—We facilitated 1642 active users of ACID, reflecting a slight upward trend in user numbers from last year's total of 1600.

- *Searches*—The total number of ACID searches decreased slightly, with 248 745 in 2014–15 compared with 320 536 in 2013–14.

- *ACID/ALEIN Information Sharing Working Group*—We continue to support a group comprising representatives from our partner agencies, to ensure the ongoing development of ACID/ALEIN is appropriate for their needs.

National Criminal Intelligence System

We are working on a National Criminal Intelligence System (NCIS). This is the proposed replacement for ACID and ALEIN, which will support a more technologically advanced and efficient response to serious and organised crime in Australia, and will further evolve our Fusion capability for our partners.

On 30 June 2015 the Government endorsed the ACC's application for $9.799 million of funding under the *Proceeds of Crime Act 2002* to support the development of the NCIS through 2015–16 and 2016–17.

This will build on existing infrastructure where possible to upgrade access to, and performance of, the ACID and the ALEIN systems, both of which are no longer fit for purpose. This will enable more effective criminal intelligence gathering and sharing between national, state and territory law enforcement and intelligence partners. 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.

The NCIS will enable us to continue to deliver our ACC Act section 7A(a) function of maintaining a national database of criminal information and intelligence. A federated national law enforcement capability, the NCIS will create an agreed national interoperable framework with common principles and standards, aligned to the Australian Criminal Intelligence Model (see page 117).

National Target System

This secure online data repository contains information on nationally significant organised crime groups (criminal targets). Australian law enforcement and other government agencies, including international law enforcement partners, contribute to this data repository. Our Australian and New Zealand law enforcement partners (and prescribed regulatory agencies) are also able to access the system online. The criminal targets included in the National Target System form the basis of the National Criminal Target List. This list includes all nationally significant serious and organised crime targets analysed for our annual *National Criminal Target Report*.

This year we increased the value of the system by improving integration with other data sources. The number of unique daily log-ons has almost doubled since the launch of the National Gangs List and other capabilities added through the AGICC capability strategy (see page 115).

Automated alerting service

We launched an automated alerting service this year, through the National Target System. This service monitors entities on the National Criminal Target List and automatically reports new activities to relevant partners.

Gangs Intelligence Hub

This year we developed this central and secure hub of important outlaw motor cycle gang and criminal gang information and intelligence. It strengthens the ability to share information among partner agencies about gang activity in Australia and overseas.

National Gangs List

This year we delivered this secure and validated, nationally agreed list of outlaw motor cycle gang members. This consolidated, current and contextualised list enables tailored analysis of outlaw motor cycle gang information by law enforcement partners and other Commonwealth agencies.

Violent and Sexual Crime Database

This database is used to capture information about violent and sexual crime. Its analytical tools allow specially trained analysts to complete behavioural comparative case analysis to identify serial offences and offenders at the earliest opportunity. Queensland Police were the primary system users in support of violent and sexual crime investigations nationally throughout 2014–15.

National Clandestine Laboratory Database

This national repository of data and intelligence is available to all Australian law enforcement and forensic agencies to capture and share information about seized clandestine laboratories. In recent years, we have made this database more user-friendly by upgrading its software and improving system useability. However, we have not yet fully realised the benefits that could be yielded from this system, due to low levels of use by our partner agencies.

Australian Cybercrime Online Reporting Network (ACORN)

We are responsible for the administration of the new Australian Cybercrime Online Reporting Network (ACORN), which was launched in November 2014. This national policing initiative by the Commonwealth, state and territory governments allows the public to securely report cybercrime incidents. The ACORN also provides advice to help people recognise and avoid common types of cybercrime.

This significant initiative grew from the realisation that there was a lack of public awareness about how and where to report cybercrime incidents. It aims to centralise and improve cybercrime reporting in Australia—supporting law enforcement to better combat the growing threat of cybercrime.
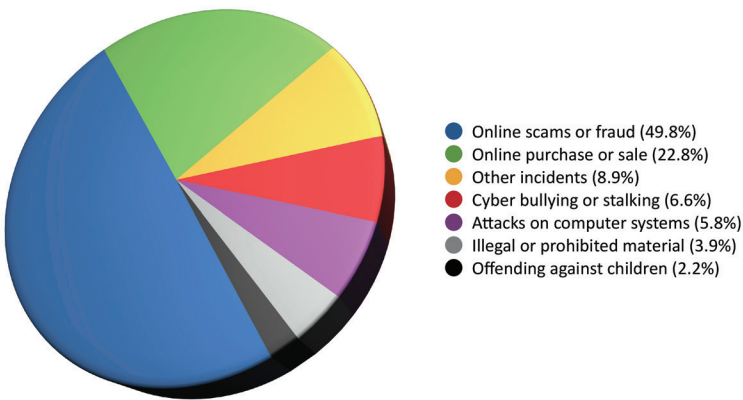
We refer incident reports to the relevant police agencies to manage and investigate. We also prepare and provide intelligence products from ongoing monitoring and trend analysis of ACORN reporting. This enables us to provide police agencies with an enhanced national picture of the cybercrime issues affecting Australians and Australian business.

We used a large range of data sources, including from the ACORN, to inform the national threat picture on cybercrime and produce the *National Cybercrime Intelligence Assessment 2014,* as part of our role within the Australian Cyber Security Centre (see page 45).

By developing a deeper understanding, we can identify new and emerging threats and provide actionable intelligence to response partners, including law enforcement, to ultimately make cybercrime harder to commit and less rewarding.

From 3 November 2014 to 30 June 2015, there were 25 055 ACORN reports on incidents ranging from online scams to cyber bullying.

Types of incidents reported to ACORN from November 2014 to June 2015

● Online scams or fraud (49.8%)
● Online purchase or sale (22.8%)
● Other incidents (8.9%)
● Cyber bullying or stalking (6.6%)
● Attacks on computer systems (5.8%)
● Illegal or prohibited material (3.9%)
● Offending against children (2.2%)

The ACORN is a collaboration between the ACC, all Australian police agencies, the Attorney-General's Department, the ANZPAA, the Australian Competition and Consumer Commission, the Australian Communications and Media Authority and CrimTrac.

The ACC is the administrator of the system, working with CrimTrac, which built and hosts the ACORN. We also co-chair the ACORN Joint Management Group, which oversees the ACORN's operation, and we are a member of the ACORN Steering Committee, which is responsible for strategic decision-making regarding the ACORN.

Capability development

Capability strategies—cyber, financial and international

Globalisation and rapidly advancing technology have had a major catalyst effect on the law enforcement operating environment. Today's global connectivity is unprecedented: economies are entwined through international trade and people can communicate clearly and cheaply through myriad Internet-based communications. Serious and organised crime effectively exploits this globalisation and connectivity, challenging law enforcement agencies to be more innovative.

In response, last year we developed three interlinked strategies—cyber, financial and international. The strategies are designed to build and enhance our existing capabilities required to work in this changing operating environment. Capabilities include personnel and tradecraft, workforce skills, tools and infrastructure, research and development, and partnerships and collaboration.

During 2014–15 we began implementing these strategies. A key focus has been to establish mutually beneficial relationships domestically and internationally, to support initiatives to tackle cybercrime, financial crime and technology enabled crime.

Cyber Capability Strategy

Our Cyber Capability Strategy focuses on capabilities to support the way we work with our partners to target cybercrime and serious and organised criminal entities whose activities are based on, or facilitated by, the Internet and the use of cyber technology.

This was a significant year for the ACC's cybercrime capabilities:

- We are part of the Australian Cyber Security Centre, which opened in November 2014. Our role includes assessing and prioritising cybercrime threats affecting Australia (see page 102). During the year we also worked with the Australian Cyber Security Centre to produce the *National Cybercrime Intelligence Assessment 2014*, to inform Australia's collective response (see page 45).

- We are the administrator of, and produce reports from, the new multi-agency initiative, the Australian Cybercrime Online Reporting Network (ACORN) (see page 123).

- We deployed new specialist technology for use in investigations and intelligence development activities, to strengthen our efforts against the exploitation of technology by organised crime syndicates.

Financial Capability Strategy

The Financial Capability Strategy focuses on capabilities to target organised crime profits, particularly through monitoring and investigating the flow of illicit funds. In this way we are attacking organised crime at its source and reducing its impact.

This year, we continued our strategy of following money flows to target financial crime, and disrupt related criminal activity, through Task Force Eligo (see page 63). We assisted in the development of, and are part of, the Serious Financial Crime Taskforce, which commenced on 1 July 2015. This taskforce brings together government agencies and industry in support of initiatives to target financial fraud (see page 17).

This year we also developed strategic intelligence products on the vulnerabilities and methodologies exploited by serious and organised crime in the financial space. This includes work on the cost of organised crime to Australia, which we expect to finalise in 2015–16.

International Capability Strategy

The International Capability Strategy reflects our shift from ad-hoc and opportunistic international engagement to ongoing and proactive engagement in response to the changing criminal environment.

A key milestone this year for all three strategies was the development of our international deployment program, which will ultimately establish ACC officers in Asia, Europe, the Middle East and North America. This program started with the long-term deployment of an ACC officer to the United States Drug Enforcement Administration. Another ACC officer also took part in a short-term exchange with the United States Federal Bureau of Investigation, as a proof of concept for potential future engagement on shared threats.

Next year more ACC officers will be deployed internationally, in support of government priorities including cybercrime, money laundering and technology enabled crime. These deployments are made possible through funding allocated through the Confiscated Assets Account under the *Proceeds of Crime Act 2002.*

Five Eyes Law Enforcement Group

The Five Eyes Law Enforcement Group (FELEG) is a primary focus in terms of international engagement and collaboration. The unprecedented international collaboration through the FELEG has enhanced our capabilities through greater information sharing, as well as tradecraft and capability exchange.

We are one of only two Australian members of the FELEG, along with the Australian Federal Police. The FELEG consists of the heads of the major law enforcement agencies including the United States Drug Enforcement Administration, Federal Bureau of Investigation and Homeland Security Investigations, as well as New Zealand Police, Royal Canadian Mounted Police and the United Kingdom National Crime Agency.

The FELEG's principle focus is to create a collective, collaborative and unified 'Five Eyes' approach to the threat and harm of serious and organised crime of mutual interest.

We closely engage with these partner law enforcement agencies at annual CEO-level FELEG meetings, and throughout the year through the FELEG's working groups, which enhance and support the Principals' forum. These working groups are: the Criminal Intelligence Advisory Group, Cyber Crime Working Group, Proceeds of Crime Working Group and Technical Working Group. These groups are guided by the Principals on outcomes of mutual interest against serious and organised crime— from an operational approach of prevention and disruption—with information and intelligence exchange to create a picture of current and emerging threats and risks to the Five Eyes.

The FELEG Principals refer to the Quintet of Attorneys-General to further matters of policy and legislative reform to combat serious and organised crime on behalf of the FELEG.

Our collaboration through the FELEG will be further strengthened and underpinned by our planned international deployments to Dubai, Washington, Ottawa and Hong Kong.

Other international collaboration

As part of the maturing of our international relationships and collaboration, we were involved in thematic engagements during the year including the following examples:

- In April 2015 our Executive Director, Strategy and Specialist Capabilities, Judith Lind, attended the 13th United Nations Congress on Crime Prevention and Criminal Justice in Qatar. This major multi-lateral congress is held every five years, bringing together diplomats, law enforcement and justice experts from around the world. This year more than 3000 delegates represented over 150 countries. The Australian delegation comprised representatives from the Attorney-General's Department, the Department of Foreign Affairs and Trade, and was led by ACC representative, Ms Lind. Australia's statement focused on foreign fighters, the death penalty and cybercrime, and the delegation actively contributed throughout the Congress. The Australian Institute of Criminology also contributed to the congress and chaired a session on experiences and lessons learned regarding public contribution to crime prevention and raising awareness of criminal justice.

- An ACC delegate attended the 2015 Countering OMCG Conference in Bangkok, Thailand in May 2015. This conference, jointly hosted by the Royal Thai Police and the Australian Federal Police, attracted delegates from 37 agencies including all Australian police services.

- In March 2015, two ACC analysts travelled to the United Kingdom at the invitation of the National Crime Agency. They received operational briefings, discussed matters relevant to our common work, and shared critical intelligence on a current FELEG priority target. The National Crime Agency requested a short-term placement of an ACC analyst. As a result, one of our analysts returned for two weeks in May–June 2015 to work with the National Crime Agency from its London office, with several operational links and new insights developed during that time.

These thematic engagements were complemented by a range of international visits to progress operational matters.

> *We're all driven by the same mission, which is about creating a safer environment for our country. That collaboration and commitment is a powerful force multiplier against serious and organised crime.*
>
> *Richard Grant APM, National Manager, Operations and Investigations*

Organisational change

During this year, we have worked closely with the Australian Institute of Criminology and various stakeholders on a proposal to merge our two agencies.

The Government has been considering recommendations from the National Commission of Audit that may further impact on the ACC. We have been involved in these discussions and consideration of options for possible further organisational changes.

During this year we also made minor changes to our organisational structure to provide more local operational accountability for our State Managers. We established a change team to ensure that we effectively manage and plan for change under appropriate executive focus and leadership.

> *We will continue to work across national and international borders with our partners to stop the spread of serious and organised crime and its threat to the safety and wellbeing of all Australians.*
>
> *Chris Dawson APM, CEO*

Looking forward

In addition to developing enhanced capabilities through the proposed merger with the Australian Institute of Criminology, we will continue to participate in discussions and consideration of options for possible further organisational change.

Another important focus for our capability development in the coming year will be the National Criminal Intelligence System (NCIS) program. The NCIS is the planned replacement for our 30-year-old national intelligence database and system (see page 122 for more details).

We will implement our international deployment program and continue to implement and refine other initiatives across our three capability strategies— cyber, financial and international.