

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 2013–14 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 2014.

As an independent statutory authority in the Attorney-General's portfolio, we must manage our performance through the 'outcome and program' structure in the annual Portfolio Budget Statement (PBS).

As required, this report reviews our performance against the outcome strategy, deliverables and key performance indicators in our 2013–14 PBS. Our outcome strategy and key performance indicators are on page 18. A more complete excerpt including our deliverables is at Appendix B and our complete PBS is at <www.crimecommission.gov.au>.

How we assess our performance

We have revised our key performance indicators this year to reflect our five-year strategic outlook and directly align with our *Strategic Plan 2013–18*. The new indicators better capture the full scope of our role combating serious and organised crime in Australia, by both quantitative and qualitative measures. We are now developing our systems and capability to assess and track our progress against these indicators. Details about our performance measurement framework are on page 118.

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.



We are committed to being open and transparent and providing information to the public.

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Break the
BUSINESS OF
SERIOUS AND
ORGANISED CRIME

Snapshot of how we reduced organised crime threats in 2013–14



more than \$23 million
cash seized



more than \$150 million
assets restrained



2164 intelligence products
shared with 254 agencies



60 intelligence reports
on outlaw motor cycle gang members



more than \$386 million
drugs seized (estimated street value)



39 disruptions
to crime entities



263 coercive examinations
improved national understanding



130 entities
referred to the Criminal Assets
Confiscation Task Force
(estimated value of offending \$166 million)



Unprecedented collaboration
to prevent money laundering through
the Eligo National Task Force



more than 200 criminal targets
discovered, previously unknown
to law enforcement



371 arrests
on 617 charges



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

Snapshot of our people and financial results in 2013–14



562 APS staff and 43 secondees
from partner agencies



88.5% retention rate

2700 learning and development

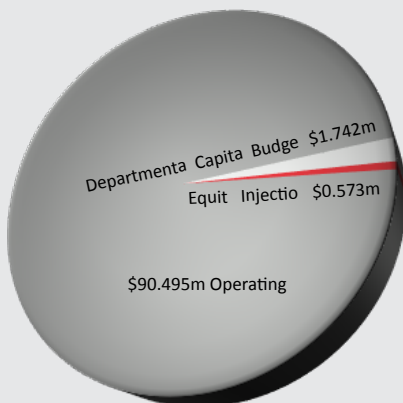


opportunities

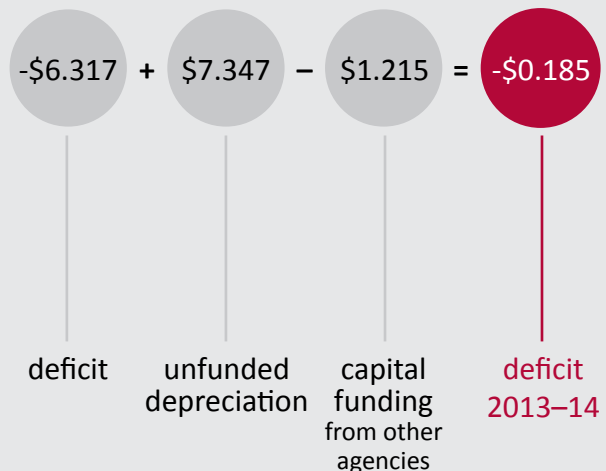


48.9% women
51.1% men

\$92.810 million appropriation



Overall financial results (millions)





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



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Agency overview

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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, prioritising 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 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 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 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 data sets 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 and capabilities.

Our structure

We are a Commonwealth statutory body with staff working from nine locations around the country, grouped into three directorates. See details from page 101.



Our context and stakeholders

We are part of Australia's cooperative, intelligence-led effort against serious and organised crime.

As a relatively small, niche agency of 562 staff, supplemented by 43 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 250 agencies from across Australia and around the world, including our partner agencies represented on our Board.



Our Board drives the collegiate approach necessary to successfully combat serious and organised crime.

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 on page 121.

Our Board

Uniquely, the ACC Board comprises the heads of our 15 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 a significant platform to drive the collegiate approach necessary to successfully combat serious and organised crime.

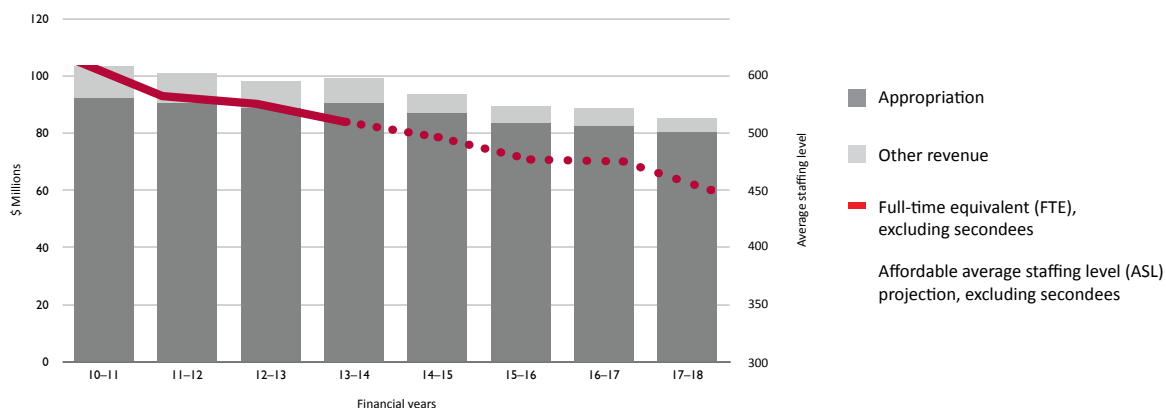
Our financial position

In 2013–14, we recorded a deficit of \$6.317 million. Apart from unfunded depreciation of \$7.347 million, the ACC reported result was a surplus of \$1.030 million. This includes \$1.215 million capital funding received from portfolio agencies for capital investment. With the exclusion of capital funding the ACC returned a \$0.185 million deficit for the financial year.

We continue to manage our finances carefully against the general downward trend in appropriation since 2010–11, as shown in the diagram below.

See Chapter 7 for our full financial overview.

Appropriation trend 2010–2018



CEO's review

Mr Chris Dawson APM



I was honoured to be appointed Chief Executive Officer of the ACC in April this year, following the retirement of John Lawler AM APM. Mr Lawler must be acknowledged for his tremendous service and strong leadership over the past five years. The ACC has developed into a truly national criminal intelligence agency with an innovative and collaborative approach. Our job now is to build on the strong capacity to respond to serious and organised crime achieved under Mr Lawler's leadership. I also thank Mr Paul Jevtovic APM for his capable stewardship of the ACC in the interim period following Mr Lawler's retirement. In addition, I would like to acknowledge the strategic guidance provided over the past five years by outgoing ACC Chair and Australian Federal Police Commissioner, Tony Negus APM.

In stepping into the ACC CEO's role, I recognise that the work of the ACC has never been so important. Serious and organised crime is growing in sophistication and reach. It affects Australians at every level, from our economy to our health and wellbeing. Law enforcement must keep pace, and we must counter the resilient, complex and secretive reality of serious and organised crime.

We are not charged with a broad policing role, but we strengthen policing and bring the most serious of criminals to justice. We do not have sole responsibility for collecting, analysing and sharing criminal intelligence and investigating crime, but we are responsible for optimising the national criminal intelligence picture by fusing disparate information.

The ACC provides the backbone of Australia's national criminal intelligence framework. Our intelligence gathering and investigative skills together with our coercive powers, akin to a Royal Commission, are critical in this endeavour. Equally, our partnerships within Australia and internationally are essential in successfully combating serious and organised crime.

Clear direction and strategy

We effectively applied our unique capabilities this year, guided by our *Strategic Plan 2013–18*. The underpinning philosophy of 'discover, understand, respond' as three interlinked approaches to our work enabled us to maintain clear focus and deliver effective results, despite a diminishing resource base and leadership changes during the year. This is the first full year of implementing our plan. The improvement in results across the board confirms the value of this strategic approach.

Strong partnerships for strong results

Throughout the year, we played a critical role in identifying and coordinating action against Australia's highest risk criminals. We shared 2164 intelligence products with 254 agencies. We participated in or coordinated collaboration in 18 joint operations and investigations to prevent and disrupt serious and organised crime. This year our activities led to 39 disruptions of criminal behaviour or criminal entities. This result is higher than the previous six years and includes the following highlights.

Eligo National Task Force

The ACC-led Eligo National Task Force involves an unprecedented level of collaboration and responsiveness, with jurisdictions taking action within hours of receiving our intelligence packages. Eligo was established to reduce money laundering risks inherent in the alternative money remittance sector and informal value transfer systems. This year Eligo resulted in 12 disruptions to criminal entities and identified 95 criminal targets previously unknown to law enforcement. Eligo has also seized more than \$21 million in cash, drugs with an estimated street value of more than \$140 million and precursors with an estimated street value of more than \$6 million. It has resulted in 227 charges against 110 people. As well as disrupting organised crime activities, Eligo is driving professionalism within the sector to make it more resistant to organised crime.

Australian Gangs Intelligence Coordination Centre

The ACC-hosted Australian Gangs Intelligence Coordination Centre (AGICC), which is part of the Government's strategy to combat outlaw motor cycle gangs, is providing law enforcement agencies with previously unknown insights into issues including illicit drug and money laundering activity. It is also providing intelligence and shaping national disruption strategies against key members of high threat outlaw motor cycle gangs and other known gangs operating across state and territory borders. Since the AGICC began operating at the ACC in December 2013, it has supported more than 28 state and territory outlaw motor cycle gang investigations, providing leads and filling intelligence gaps.

Attero National Task Force

Attero has a specific focus to disrupt the criminal activities of the Rebels outlaw motor cycle gang. Attero successfully galvanised a national response, this year resulting in more than 2276 arrests on charges ranging from serious assault, stalking and kidnapping to firearms and drug offences. It also led to the seizure of 39 firearms and other weapons, and raised more than \$15.5 million in tax liability.

Coordinated cross-border responses

The ACC is at the centre of national infrastructure to support coordinated action through forums such as the Australian Criminal Intelligence Forum (ACIF). ACIF is strengthening engagement between the criminal intelligence and national security communities.

Through another important national forum, the Serious Organised Crime Coordination Committee (SOCCC), we support a cohesive, consistent and collaborative operational response to serious and organised crime.

A further example of enhancing national understanding and coordination is the ACC-hosted National Target System (NTS) and National Criminal Target List (NCTL). We work closely with Commonwealth, state and territory partners to identify and prioritise targets of the highest risk to the Australian community. Coordinated responses are based on understanding crime threats and the opportunities to address them.

National security

Part of our role is to examine and identify potential or actual convergences between serious and organised crime and national security impacts. As a member of Australia's national security community, we contribute to and inform the nation's holistic response to national security threats, both domestic and abroad. This year for example, through our coercive examinations we provided new insights and enhanced understanding about the foreign fighters' threat to Australia and shared national criminal intelligence with partners.

Corruption

Where organised crime flourishes, corruption is a common denominator. We continue to work closely with the Australian Commission for Law Enforcement Integrity (ACLEI) and other Commonwealth agencies to deter and prevent corruption both within our own agency and more broadly. We have also assisted multiple agencies by providing intelligence of both a specific and general nature to support efforts to identify and prevent corruption.

Collecting and sharing intelligence

Flagship products, such as our *Organised Crime Threat Assessment*, *National Criminal Target Report* and *Illicit Drug Data Report*, provide national assessments about threats and a comprehensive understanding of the threat and risk environment.

Intelligence collection activities this year were targeted to deliver the intelligence outcomes that are important to our Board and partners. Shared intelligence informed operational responses and influenced early intervention and prevention strategies to reduce harms to the community.

Fusing intelligence

Our Fusion capability has matured to deliver new generation monitoring, alerting and advanced analysis. The practice of fusing multiple sources of intelligence is now embedded as a 'business as usual approach' that underpins our intelligence outcomes. This year, Fusion provided intelligence insights into emerging criminal methodologies, produced 981 intelligence products and unearthed 109 criminal targets previously unknown to national law enforcement.

Valuable intelligence insights

In addition to sharing criminal intelligence and influencing national responses, we support the Government's tackling crime agenda through policy advice that supports innovative solutions. For example, this year we contributed to a broad range of parliamentary inquiries, informing and influencing the Government's response to issues such as financial crime and telecommunications interception.

Efficient organisation

There was a necessary emphasis on efficiency this year. There has been a decline in appropriation since 2007–08 and our staffing levels are well below the minimum we have previously identified as required to be fully effective. Reduced funding and higher costs will mean further reductions in staffing levels in the years ahead. However, we are proactively managing our financial situation including through our workforce optimisation project, and through the development of a Property Strategy and Sustainable Investment Strategy, including plans for capital investment.

Resilient future

As Australia's national criminal intelligence agency, we will continue working with our partners to support comprehensive and coordinated law enforcement efforts and deliver tangible results for the Australian Government, the ACC Board and the Australian community.

Looking forward, an important challenge is updating our technical capability, in particular our 30-year-old national intelligence database and system. This year we completed a major scoping study into how the system needs to evolve. We are now determining how to build a National Criminal Intelligence System to support a more technologically advanced and efficient response to serious and organised crime in Australia.

There are opportunities to further enhance capability to centralise and better coordinate intelligence analysis and products, by grouping together law enforcement databases. There remain a number of key law enforcement and criminal information databases that do not directly connect with the ACC. To optimise the systems and enable the ACC to meet our statutory role and function, a key plank of our strategic effort in the time ahead will be to enliven and optimise the access, collection, collation and analysis of criminal information and intelligence.

Serious and organised crime is using encryption and new forms of communication to significant effect. We need to do the same. This requires ACC investment to further develop and exploit the online environment to counter this threat.

Most organised crime in Australia has transnational links. We are enhancing our international capability to become more strategic and develop additional relationships to complement existing law enforcement networks.

We will also, of course, continue to target the heart of organised crime by identifying and confiscating unexplained wealth. In particular, we will continue our work with the finance sector to reduce the threat to Australia's \$1.62 trillion in superannuation assets from serious and organised crime investment fraud.

I note the continuing litigation around the use of material sourced by the ACC through the use of coercive powers. We will remain vigilant about the effect of challenges to existing law and the impact of any degradation to this essential tool in addressing the harm, impact and threat of serious and organised crime to Australians.

It is true organised crime is resilient. However, I am confident we have the strategic focus, capabilities, collaborative approach and devotion to duty needed to undermine that resilience. I look forward to working alongside my ACC colleagues and our partners in achieving our vision of reducing serious and organised crime threats of most harm to Australians and the national interest.



Chris Dawson APM
Chief Executive Officer
Australian Crime Commission

Organised crime: the challenges

- **National security threat**—Serious and organised crime is a recognised threat to national security.
- **Pervasive and complex**—Serious and organised crime now touches the lives of Australians in unprecedented ways. For example, investment fraud, card skimming, health impacts of illicit drug use, dangers of suburban clandestine laboratories, online identity theft, infiltration of legitimate business, lost taxes, distorted share markets and eroded public trust.
- **Big business**—Globally, profits from transnational organised crime in 2009 were estimated at around US\$870 billion, a figure that has no doubt grown since.¹ This costs local economies billions of dollars. For Australia, we conservatively estimate that organised crime costs A\$15 billion a year.
- **Globalised**—Our intelligence indicates that around 60 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.



'Organised criminals are growing in sophistication and reach. The work of the ACC has never been more important.'

Mr Chris Dawson APM, ACC CEO

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

CASE STUDY

Eligo: the story behind the headlines

Task force seizes \$500m in drugs, cash

Australia's biggest money laundering probe

Secret task force just nabbed half a billion

January's news reports highlighted the \$500 million in drugs and cash seized by the Eligo National Task Force since 2012. While this is a significant result, the story behind the news will have a more profound and long-lasting impact on serious and organised crime.

Back story

We established Eligo in late 2012 to respond to the high risk of money laundering through the alternative remittance sector and informal value transfer systems. This cash intensive sector transfers money around the globe, often outside formal systems. Parts of the sector are easily exploited, making it an effective money laundering channel with strong links to high risk countries and the involvement of global money laundering syndicates. Significant flows of funds support further high-risk crime, particularly illicit drug imports.

Through Eligo, we are working with the Australian Transaction Reports and Analysis Centre (AUSTRAC), the Australian Federal Police and state and territory law enforcement to strengthen information sharing and improve understanding of high risk remitters.

We are discovering who is involved in money laundering, understanding how they do it and supporting more effective responses and prevention strategies.

Discover

In the past, efforts to stop money laundering usually centred on one criminal entity at a time. However, taking money launderers out of circulation one-by-one was doing little to stop the problem.

Through Eligo we have broadened the net to simultaneously track multiple players involved in suspicious money movements. We look at available information in a different way, drawn from a variety of sources including foreign partners and human sources and by using our Fusion capability (tools, access and data).

As a result, we have discovered multiple new methods of money laundering previously unknown to law enforcement. We have also been able to monitor the displacement that occurs—who moves in and how they take over—following arrests and seizures. This means law enforcement does not need to start again from scratch after each separate disruption.

Understand

Eligo is improving our understanding of the alternative remittance sector, associated serious and organised crime risks and money laundering methodologies.

For example, we have a better understanding of hotspots, cultures and countries involved and how particular methods work, who uses them and why. We know that international controllers or 'super facilitators' use a variety of methods, selecting the easiest method on any given day. We also understand more clearly the interconnected nature of money laundering and the ripple effect of law enforcement intervention.

Respond

Based on what we discover and understand, Eligo is creating numerous opportunities for law enforcement responses at various levels.

Eligo has demonstrated the capability of the ACC and our partners to combine quickly to achieve tangible operational outcomes such as seizures and arrests.

But Eligo is also creating longer-term prevention options. For example, we have helped AUSTRAC to better detect at-risk remitters.

We are educating and helping to drive professionalism in the remittance sector, which is becoming more formalised and is adopting stronger self-regulation.

We are also working with a range of partners to identify legislative and other changes to make it harder for money laundering to occur.

Eligo is an extension of the successful approach of 'following the money' that has delivered results in other areas including against tax crime. The multi-agency Project Wickenby, for example, effectively reached beyond Australia's borders, prosecuting those involved in offshore secrecy haven arrangements. Taking this a step further, we are working with international partners to coordinate global efforts against money laundering and have already seen the Eligo model replicated overseas.

End game

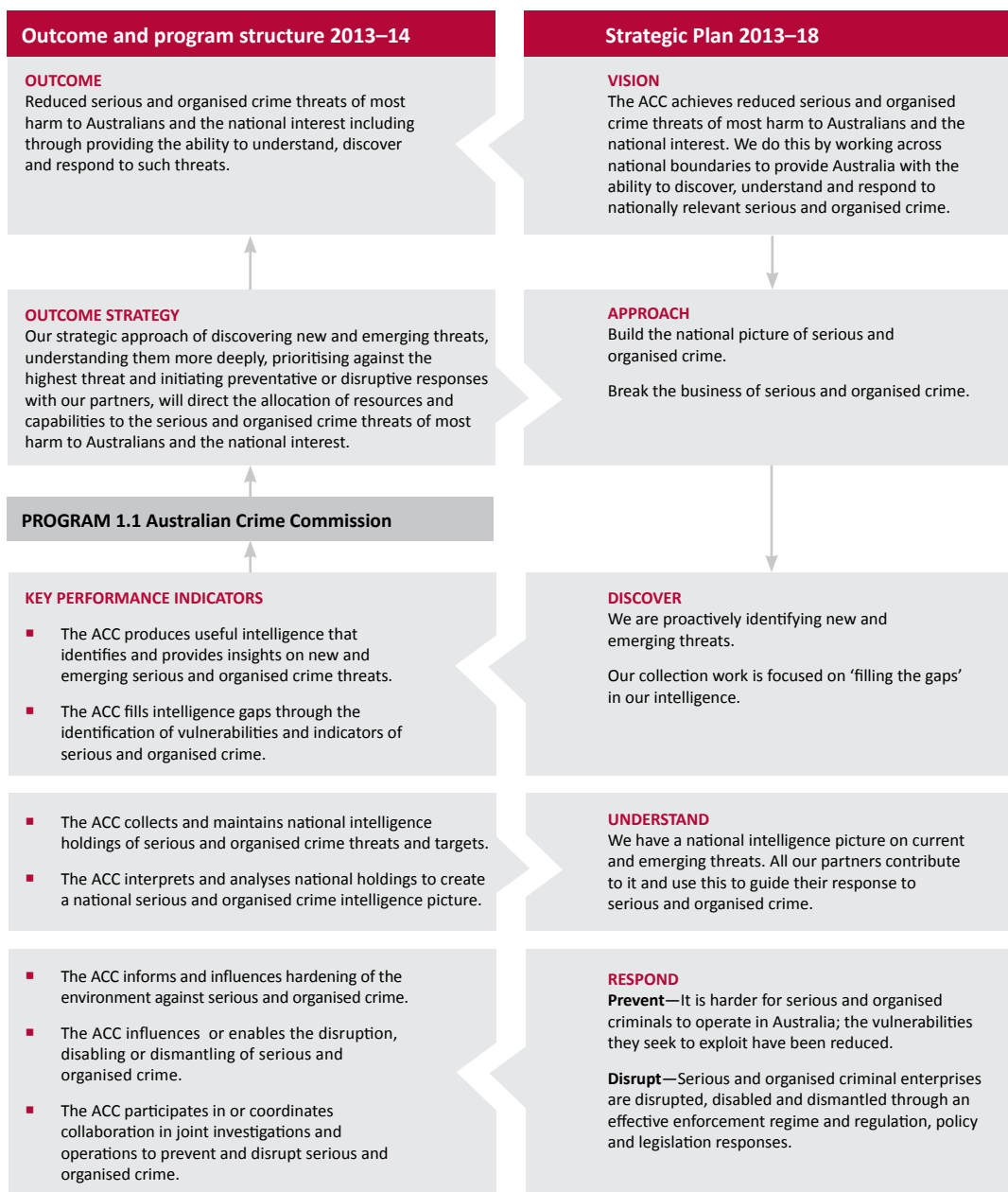
Eligo demonstrates the value of our strategic approach of 'discover, understand, respond'. One-off seizures that disrupt syndicates are still a valuable outcome and will continue to generate news coverage. However, Eligo is having a longer-lasting impact on serious and organised crime through its innovative, ongoing work behind the headlines, with the aim of making it too hard for money launderers to do business in Australia.



Some of the cash seized by the Eligo National Task Force earlier this year.

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 2013–14 outcome and program structure is summarised below along with the relationship to our *Strategic Plan 2013–14*. Unedited excerpts of the relevant sections of the PBS are at Appendix B and the complete 2013–14 PBS is at <www.crimecommission.gov.au>.



Our work focus in 2013–14

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 2013–14, 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 2013–14, 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
- National Indigenous Intelligence Task Force (Indigenous Violence or Child Abuse)
- Child Sex Offences.

See Chapter 4 for details.

Year's performance scorecard

Outcome statement

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.

Key performance indicators

The following scorecard outlines how our key performance indicators relate to our ability to **discover**, **understand** and **respond** to serious and organised crime threats.

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

We expect to further 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.

We are also preparing for changes associated with the introduction of the *Public Governance, Performance and Accountability Act 2013* from 1 July 2014.

Performance scorecard 2013–14

DISCOVER

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

Key performance indicator	2013–14 Result	Achievements	Page reference
The ACC produces useful intelligence that identifies and provides insights on new and emerging serious and organised crime threats.	✓	<ul style="list-style-type: none"> Identified and produced intelligence on emerging money laundering techniques and methodologies (Eligo National Task Force) Identified previously unknown entities laundering money between Australia and other countries (Eligo National Task Force) Identified previously unknown criminal targets establishing illicit enterprises in Australia (Project Iceberg) Produced over 60 intelligence reports providing previously unknown insights into illicit drug and money laundering activity by outlaw motor cycle gang members (AGICC) Identified new insights and enhanced understanding of the foreign fighters' threat to Australia (Project Advection) Identified new insights and enhanced understanding of serious and organised crime exploitation of a visa migration program (Project Chives) Identified, with partners, 109 nationally significant crime targets, previously unknown to national law enforcement (Fusion) 93% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 	16, 42 16, 43 50 93 70 73 89 121–122
The ACC fills intelligence gaps through the identification of vulnerabilities and indicators of serious and organised crime.	✓	<ul style="list-style-type: none"> Produced an assessment on the potential for organised crime to use 3D printing technology Produced an assessment on serious and organised crime threats and vulnerabilities in alternative anonymous currencies Developed insights into the criminal methodologies used by a high risk crime group and filled intelligence gaps in relation to illegal labour hire (Project Tricord) 89% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 	31 46 51 121–122

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.

Key performance indicator	2013–14 Result	Achievements	Page reference
The ACC collects and maintains national holdings of serious and organised crime threats and targets.	✓	<ul style="list-style-type: none"> Maintained the National Criminal Target List and made it available to partners through the National Target System Maintained the Australian Criminal Intelligence Database and made it available to partners through the Australian Law Enforcement Intelligence Network Conducted 263 coercive examinations to fill intelligence gaps, progress investigations in conjunction with our partners, and enhance understanding of serious and organised crime threats and targets 	91, 95 94–95 Chapters 3 and 4

UNDERSTAND (continued)

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.

Key performance indicator	2013–14 Result	Achievements	Page reference
The ACC collects and maintains national holdings of serious and organised crime threats and targets (continued).	✓	<ul style="list-style-type: none"> Maintained 1.8 million firearm transaction and importation records and provided analysis—received 571 firearm trace requests and provided 246 responses with information Responded to requests for information from national and international partners with 114 disseminations of intelligence holdings Provided a shared understanding of the serious and organised crime threats at the jurisdictional level (Project Macrobust) Compiled national illicit drug data 96% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 	<p>89</p> <p>36</p> <p>90</p> <p>30</p> <p>121–122</p>
The ACC interprets and analyses national holdings to create a national serious an organised crime intelligence picture.	✓	<ul style="list-style-type: none"> Produced the Organised Crime Threat Assessment Produced the National Criminal Target Report Produced the Illicit Drug Data Report Produced a strategic assessment on organised crime in the cocaine market Produced a strategic assessment on illicit tobacco Produced a strategic assessment on superannuation fraud Contributed to the Parliamentary Joint Committee inquiry into financial related crime Contributed to the Commonwealth review of anti-money laundering/counter terrorism financing regime Developed intelligence picture on the size and threat of financial crime impacting on the Commonwealth (Project Wickenby) Identified involvement in money laundering schemes by high risk criminal targets Produced intelligence contributing to the national thinking in relation to the national methylamphetamine market (Project Baystone) Produced intelligence on the links between organised crime and sport (Project Aperio) Produced strategic assessment on organised crime influence in the cannabis market Produced the first in a series of strategic assessments on the threats, risks and harms posed by outlaw motor cycle gangs Produced intelligence on contemporary identity crime syndicate methodologies, structures and the vulnerabilities being exploited (Project Cumulus) Produced intelligence on the nature and extent of child abuse and violence affecting vulnerable Indigenous communities Developed jurisdictional intelligence to support the development of the national serious and organised crime threat picture (Project Macrobust) Shared 2164 intelligence products with 254 agencies 91% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 	<p>28–29</p> <p>29</p> <p>30</p> <p>31</p> <p>31–32</p> <p>32</p> <p>34</p> <p>34</p> <p>44</p> <p>42–43</p> <p>62–63</p> <p>63</p> <p>64</p> <p>68</p> <p>73</p> <p>75, 79–80</p> <p>90</p> <p>36</p> <p>121–122</p>

Performance scorecard 2013–14 (continued)

RESPOND

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.

Key performance indicator	2013–14 Result	Achievements	Page reference
The ACC informs and influences the hardening of the environment against serious and organised crime.	✓	<ul style="list-style-type: none"> Supported strengthening of the alternative money remittance sector and regulatory response to resist money laundering by organised crime (Eligo National Task Force) Reduced vulnerability to organised investment fraud (Task Force Galilee) Identified legislative gap in relation to potentially lethal family of drug analogues (Project Andronicus) Engaged with chemical companies to identify potential diversion of chemicals for illicit drug manufacture (Project Alberta) Supported the development of strategies to mitigate the risks posed by serious and organised crime to Australia Post (Project Alysse) Informed and influenced policy and program design, improved service delivery, and law enforcement decision-making, to help make Indigenous communities safer (National Indigenous Intelligence Task Force) 83% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 	<p>16–17, 43–44</p> <p>45</p> <p>64</p> <p>65–66</p> <p>73</p> <p>75–81</p> <p>121–122</p>
The ACC influences or enables the disruption, disabling or dismantling of serious and organised crime.	✓	<ul style="list-style-type: none"> 39 serious and organised criminal groups/networks disrupted \$23.03 million cash seized More than \$386 million estimated street value of illicit drugs seized More than \$132 million estimated street value of precursor chemicals seized More than \$150 million in assets restrained \$82.75 million forfeitures and \$11.4 million in pecuniary penalty orders issued \$81.5 million tax assessments issued 371 people arrested on 617 charges 84 firearms seized Referred 130 entities, with an estimated value of offending of \$166 million, for consideration by the Criminal Assets Confiscation Taskforce 83% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 	<p>Highlights of these achievements are included in Chapter 3 and Chapter 4.</p> <p>44</p> <p>121–122</p>

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.

Key performance indicator	2013–14 Result	Achievements	Page reference
The ACC participates in or coordinates collaboration in joint operations and investigations to prevent and disrupt serious and organised crime.	✓	<ul style="list-style-type: none"> ▪ Eligo National Task Force (Money laundering in alternative financial remittance sector—national) 43–44 ▪ Criminal Assets Confiscation Taskforce (Recovery of proceeds of crime—national) 44 ▪ Project Wickenby (Nationally significant tax fraud—national) 44 ▪ Task Force Galilee (Serious and organised investment fraud—national) 45 ▪ Project Conway (Disruption of high risk crime targets—Qld, NSW) 50–51 ▪ Project Tricord (Disruption of high risk crime targets—WA) 51–52 ▪ Project Latchkey (Disruption of high risk crime targets—Tas) 51 ▪ Attero Task Force (Disruption of Rebels outlaw motor cycle gang—national) 53 ▪ Maritime task forces (Disruption of organised crime exploitation of the maritime sector—Vic, NSW, Qld) 70 ▪ Australian Gangs Intelligence Coordination Centre/Project Legion (Criminal gangs—national) 67–68 ▪ Project Lightfoot (Foreign fighters—Qld) 70 ▪ Project Advection (Foreign fighters—national) 70 ▪ Project Birsham (Analytical support for Operation Sovereign Borders—national) 71 ▪ Project Chives (Serious and organised crime exploitation of visa migration program—national) 73 ▪ Project Tallowwood (Serious and organised crime exploitation of cyber and new technology—national and international) 72 ▪ Project Cumulus (Serious and organised crime exploitation of identity crime and card skimming—national) 73 ▪ Project Alysse (Serious and organised crime exploitation of Australia Post—national) 73 ▪ National Indigenous Intelligence Task Force (Indigenous violence and child abuse—national) 75–81 ▪ 91% of stakeholder survey respondents agree or strongly agree that we achieved this key performance indicator 121–122 	