

OFFICIAL



AUSTRALIAN
**CRIMINAL
INTELLIGENCE
COMMISSION**

2019–20 CORPORATE PLAN

OFFICIAL

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

FOREWORD

The Australian Criminal Intelligence Commission (ACIC) 2019–20 Corporate Plan updates the previous plan and outlines how we intend to deliver on our purpose. The plan sets out our approach and priorities for the next four years (2019–2023) and the measures by which we will be held to account. In addition, the plan provides detail about the ACIC’s approach to managing risk which is critical to support us in successfully delivering our purpose.

Our corporate plan is our primary planning document and reflects our functions as set out in the [Australian Crime Commission Act 2002](#) (The ACC Act). It integrates with our planning framework and represents the implementation of the ACIC Strategic Plan 2018–23, which was endorsed by the ACIC Board in 2018.

STATEMENT OF PREPARATION

As the Accountable Authority of the Australian Criminal Intelligence Commission (ACIC), I am pleased to present the ACIC 2019–20 Corporate Plan as required under paragraph 35(1)(b) of the [Public Governance, Performance and Accountability Act 2013](#) (The PGPA Act).

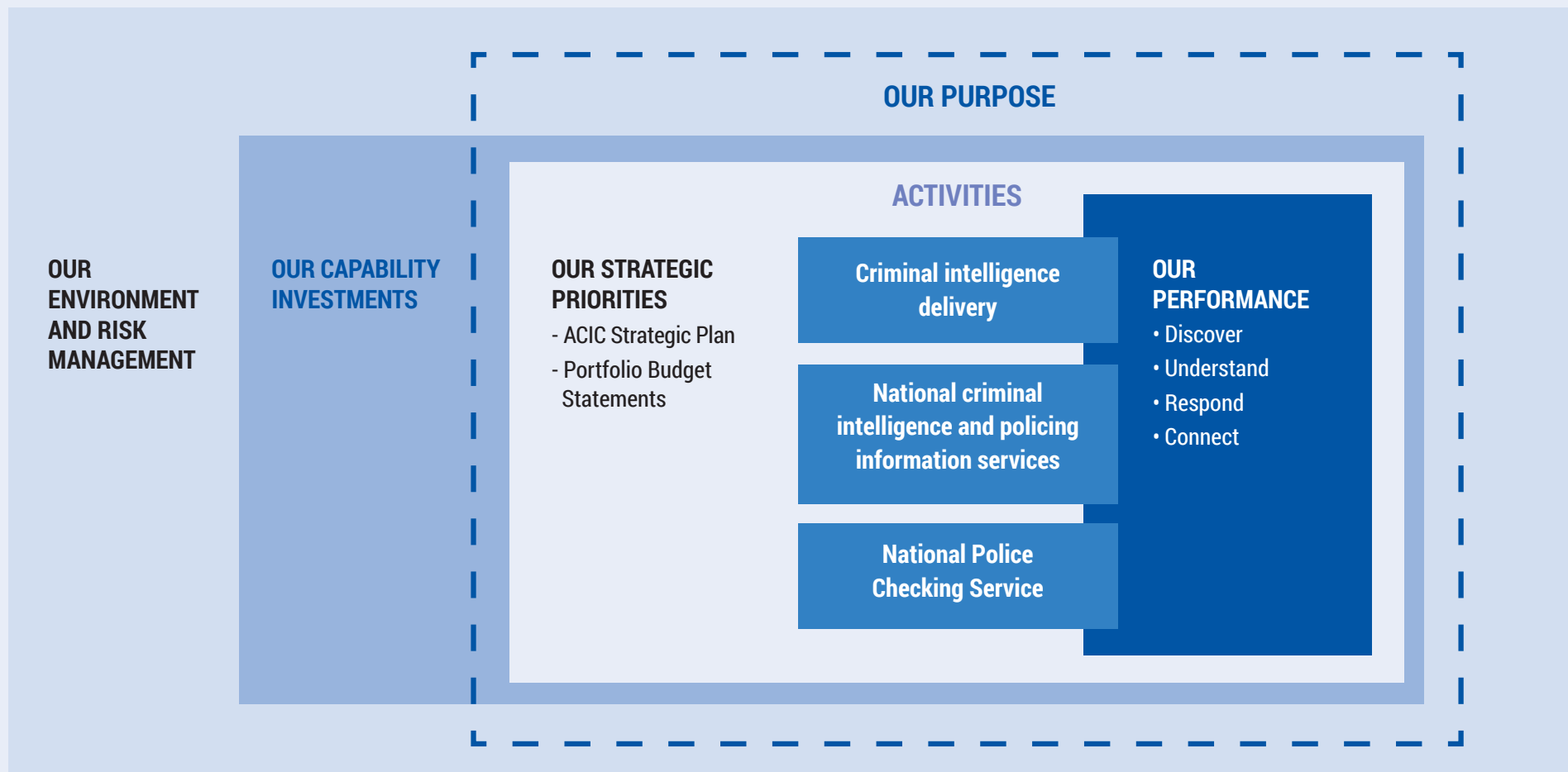
This plan has been prepared for the 2019–20 reporting year and covers the four-year period from 1 July 2019 to 30 June 2023.



Michael Phelan APM
Chief Executive Officer
Australian Criminal Intelligence Commission
27 August 2019

PLAN ON A PAGE

This diagram explains how the elements of our corporate plan work together to drive our performance and deliver our activities.



PURPOSE

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

The ACIC delivers its purpose in accordance with the ACC Act, the PGPA Act and the [Public Service Act 1999](#) (Cth) (PS Act).

CULTURE AND VALUES

We promote a culture that strives for excellence, enables personal and professional growth, values workplace diversity, models respectful behaviour, and achieves agency unity through collaboration and inclusiveness.

We value our professionally diverse people as our greatest asset. We engage with each other and our stakeholders ethically, and with integrity and respect. We are capable, agile, innovative, adaptable and service-focused.

We are committed to the Australian Public Service values of being impartial, committed to service, accountable, respectful and ethical.

ACIC'S VISION, PURPOSE, ROLE AND ACTIVITIES

**VISION**

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

**PURPOSE**

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

**ROLE**

The ACIC is Australia's national criminal intelligence agency. We work with our law enforcement partners to improve the national ability to respond to crime impacting Australia.

We work with our state and territory, national and international partners on investigations and to develop intelligence to improve the national ability to respond to crime impacting Australia. Our coercive powers give us a unique intelligence collection capability and allow us to inform and provide critical contributions to national strategies to combat serious and organised crime, cybercrime and national security threats.

**ACTIVITIES****Criminal intelligence delivery**

- Strategic intelligence picture
- Transnational criminal threats to Australia
- Priority criminal threats

National criminal intelligence and policing information services

- Provision of reliable services
- Enhancement and development of improved services

National Police Checking Service

- Provision of accurate reliable service
- Enhancement to existing operations
- Development of a new and improved future operating model

CORPORATE STRUCTURE

The ACIC is a Commonwealth statutory agency with a presence in every state and territory, and several international locations. Our organisation is [structured](#) as follows:

- **Capability Division** oversees development and deployment of our technical and human intelligence collection capabilities in support of intelligence operations. It also delivers targeted strategic intelligence products to inform government and support broader law enforcement operations and to fill strategic information gaps.
- **Chief Operating Officer Division** is responsible for business support services and the National Police Checking Service. This includes finance and procurement, project management, legal services, business hubs, people management, property management, integrity and security.
- **Intelligence Operations Division** oversees the operational intelligence strategy of our agency. This includes the strategic coordination of determinations and building relationships with senior state and territory, national and international partners to deliver operational outcomes in response to the threat of serious organised crime.
- **Technology Division** is responsible for providing internal ICT services for corporate and intelligence as well as developing and maintaining our systems to support policing and law enforcement.
- **Executive Branch** has a key role shaping policy and strategy for our agency. This includes stakeholder liaison, ministerial and executive support, communication and supporting the ACIC's planning and governance functions.

AUSTRALIAN INSTITUTE OF CRIMINOLOGY

Our CEO is also Director of the Australian Institute of Criminology (AIC), and while the AIC operates independently, its high quality research is important to our work. The AIC is located with the ACIC to ensure criminological research and evidence remains central to law enforcement's collective response to crime.

PLANNING FRAMEWORK

The [ACIC Board](#) provides strategic direction to the ACIC and includes heads of Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies.

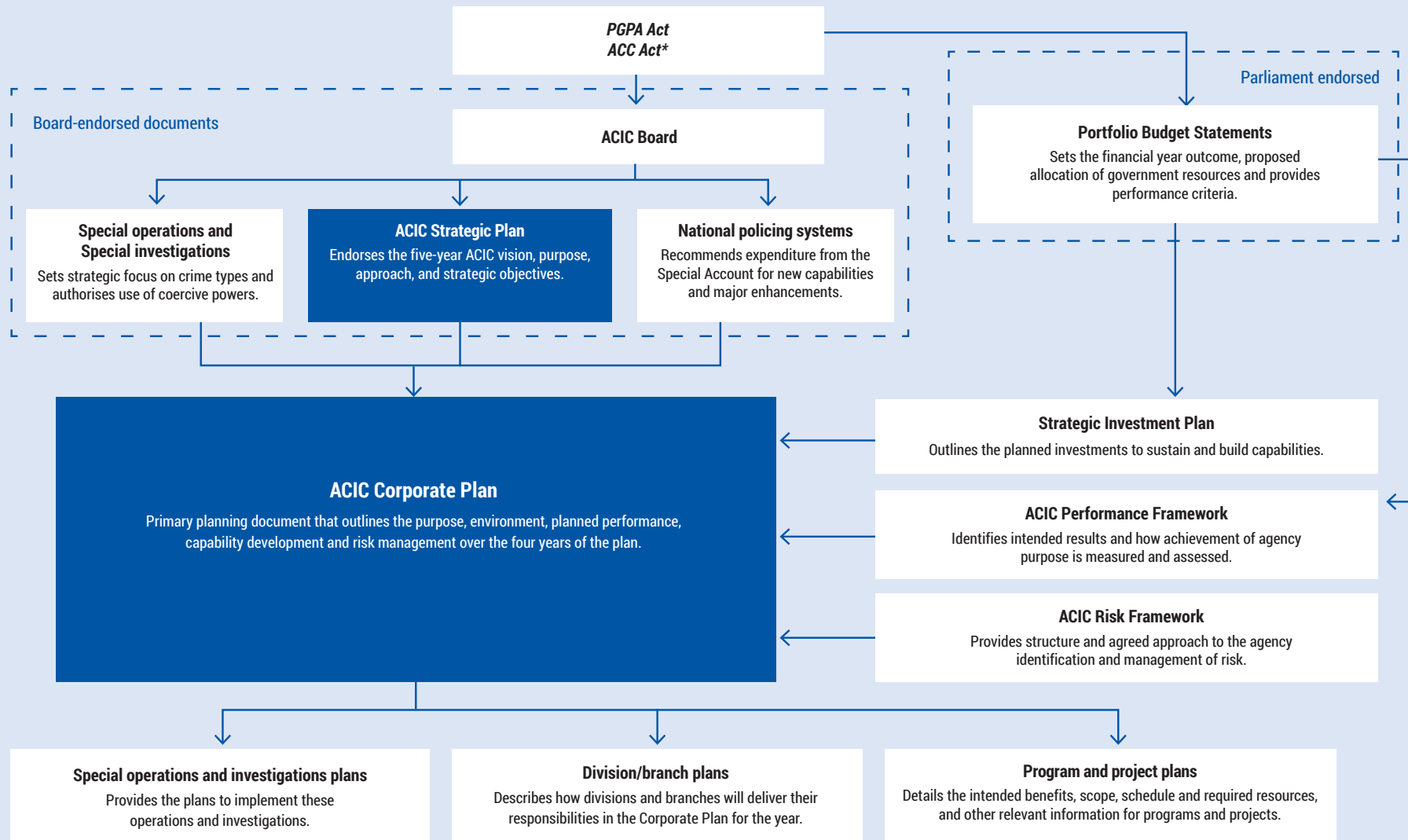
The board is responsible under the ACC Act for providing strategic direction to our agency.

It does this, in part, through its endorsement of our high-level [Strategic Plan 2018–23](#).

Our planning framework translates our strategic direction, purpose, outcome, areas of focus and delivery into annual activities. It includes:

- **Corporate Plan**—describes the work for the financial year and following three years. It supports delivery of our special investigations and special operations, national policing systems, intelligence and other outputs.
- **Strategic Investment Plan**—describes the investments our agency is making to sustain and build our capabilities.
- **Division/branch plans**—consider both business-as-usual and essential business improvement activities and are used to develop individual work plans for staff as part of the Performance Management Cycle.
- **Investigation and operation plans**—detail the financial year’s strategies and activities to deliver the ACIC Board-approved special investigations and operations.
- **Program and project plans**—detail the intended benefit, scope, schedule and required resources, and other relevant information for programs and projects.
- **Risk planning**—assesses organisational risk to inform management activities and planning. Risk assessments are a vital component of planning at all levels.

ACIC STRATEGIC PLANNING FRAMEWORK



■ These documents are publicly available at www.acic.gov.au.

* The ACIC commenced operation on 1 July 2016, following the legislative merge of CrimTrac into the Australian Crime Commission. The enabling legislation for the ACIC remains the *Australian Crime Commission Act 2002*, even though we now operate under the new name of the ACIC.

ENVIRONMENT

This section sets out the ACIC's operating environment over the four year period of this corporate plan and how this environment may affect the ACIC's operations and our management of risk.

The ACIC operates in a complex environment. Understanding the dynamic and changing criminal environment is critical to determining how Australia responds. Our work is central to ensuring an informed, collaborative and connected national response to serious and organised crime impacting Australia.

ENVIRONMENT SNAPSHOT

CRIMINAL ENVIRONMENT



BIG BUSINESS

- estimated to cost Australia up to \$47.4 billion



GLOBALISED

- 70% of Australia's serious and organised criminal threats are offshore or have strong offshore links



CONCEALED

- criminality is hidden through complex methods and techniques, violence and intimidation, and blending legal and illegal activities



PERVASIVE, RESILIENT AND DIVERSIFIED

- groups exploit vulnerabilities, emerging technologies and perceived gaps in law enforcement
- groups are enduring, collaborate for mutual gain and shift focus when disrupted



CYBER-SAVVY

- technology provides access to victims all over the world
- criminals use increasingly sophisticated technologies to counter law enforcement



NATIONAL SECURITY THREAT

- unprecedented links between extremism and organised crime

KEY CHALLENGES



CYBER SAVVY

- use of encrypted apps and devices for communication presents an ongoing challenge



GLOBALISED

- work more closely with a growing range of other countries to target offshore criminals



CONCEALED

- the intermingling of licit and illicit financial transactions makes it difficult to fully assess the extent of financial crime in Australia
- the complexity and potential scale of financial crime poses an ongoing challenge to law enforcement

ENVIRONMENT SNAPSHOT *CONTINUED*

STAKEHOLDER AND GOVERNANCE ENVIRONMENT



TO BE THE CRIMINAL INTELLIGENCE 'PARTNER OF CHOICE' FOR ALL OUR STAKEHOLDERS.

- create a truly national, comprehensive criminal intelligence system to facilitate information sharing and collaboration across jurisdictions



NATIONAL INTELLIGENCE COMMUNITY (NIC)

- leverage relationships with NIC to improve our intelligence offerings
- share law enforcement and policing intelligence with the NIC



BOARD PARTNERS

- provide access to increasing national policing and criminal information and intelligence holdings
- provide reliable systems for sharing data across jurisdictions

KEY OPPORTUNITIES



BACKGROUND CHECKING

- demands for service are increasing
- proposals to strengthen background checking regimes have been considered but not yet legislated



LEGISLATIVE REVIEWS

- NIC review may identify opportunities for collaboration and harmonisation
- independent review of ACC Act is due in 2020
- potential oversight by Inspector General of Intelligence and Security as a result of the integrity measures bill



PORTFOLIO

- leverage efficiencies which may be present as part of portfolio wide approaches, such as shared IT

CRIMINAL ENVIRONMENT

The criminal environment plays a significant role in determining the ACIC's strategic priorities, operational activities and risk management. Current challenges in the criminal environment include:

Big business—It is estimated that serious and organised crime cost Australia up to \$47.4 billion during 2016-17.¹ Globally, profits from transnational organised crime in 2009 were estimated at around US\$870 billion, a figure that has undoubtedly grown since.²

Destructive, pervasive and complex—Serious and organised crime is touching the lives of Australians in unprecedented ways. Criminal threats are more complex and pervasive than ever before. Criminals seek to exploit vulnerabilities, emerging technologies and perceived gaps in law enforcement. The impact on the lives of Australians is clear, from devastated families and damaged communities to lost income, health and social impacts, and erosion of public trust.

Globalised—Our intelligence indicates that around 70 per cent of Australia's serious and organised criminal threats are based offshore or have strong offshore links. Due to the international nature of the threat, we work with our international and domestic partners to respond to it effectively.

Concealed—Serious and organised criminals corrupt officials, employ professional experts to advise on complex methods and techniques, use violence and intimidation, and blend criminal activity with legitimate business, to support and conceal their criminal enterprises.

Resilient—Criminal groups are enduring and resilient, collaborating for mutual gain and quickly dispersing or shifting focus when disrupted.

Cyber-savvy—Significant technology advances have offered new opportunities for serious and organised crime. Crime penetrates and capitalises on technology and the cyber environment. Criminal groups can now target thousands of Australians simultaneously from anywhere in the world, and use increasingly sophisticated technologies to counter law enforcement efforts. Criminal use of these advanced technological capabilities poses critical challenges for law enforcement.

National security threat—With enhanced counter-terrorism efforts throughout Australia, the links between terrorism and broader organised crime and volume crime in Australia are unprecedented. This includes Australians who finance terrorist activities, leave Australia to support terrorist causes or return intending to harm the Australian community. It also includes Australians recruited by organised crime groups who are seeking the skills developed in foreign conflicts. We support our partners in identifying previously unknown individuals and groups including domestic terrorism threats from 'lone actors'.

Diversified—New forms of business are emerging in addition to traditional organised crime activities. This diversification into multiple criminal markets provides consistent revenue streams to finance higher risk ventures and enables criminal enterprises to respond to shifts in supply and demand.

¹ AIC 2018, *Estimating the costs of serious and organised crime in Australia 2016–17*, Canberra.

² United Nations Office on Drugs and Crime 2011, *Estimating illicit financial flows resulting from drug trafficking and other transnational organized crimes*, UNODC, Vienna.

STAKEHOLDER RELATIONSHIPS

The responsibility to make Australia safer, and to reduce the impact of crime, is shared by many federal, state and territory government departments, as well as by policing, law enforcement and intelligence agencies and other entities. We make an important contribution and work closely with a wide range of stakeholders to maximise the impact of our joint contributions; however, overall achievement against this outcome is not within the direct control or influence of the ACIC. Appropriately responding to our stakeholders' needs influences the way we deliver our criminal intelligence activities; plan, design and enhance our information systems and services; and manage our organisational risk.

Our aim is to be the criminal intelligence 'partner of choice' for all our stakeholders. The creation of the Home Affairs portfolio provides us with opportunities to contribute to sustained, aligned and joint agency activity with our Commonwealth portfolio partners and create a centre of excellence for criminal intelligence.

The NIC was officially formed following the Australian Government's adoption of the 2017 Independent Intelligence Review's (IIR) recommendations. The NIC was formed with a mandate to integrate the intelligence functions of government, and provide more opportunities for collaboration, coordination and cooperation. As part of this process the ACIC was formally recognised as an intelligence agency.

We also connect state and territory police with portfolio and other key Commonwealth agencies, providing an important link that enables and strengthens national responses to crime. Police and law enforcement continue to be challenged by criminals moving between jurisdictions and diversifying

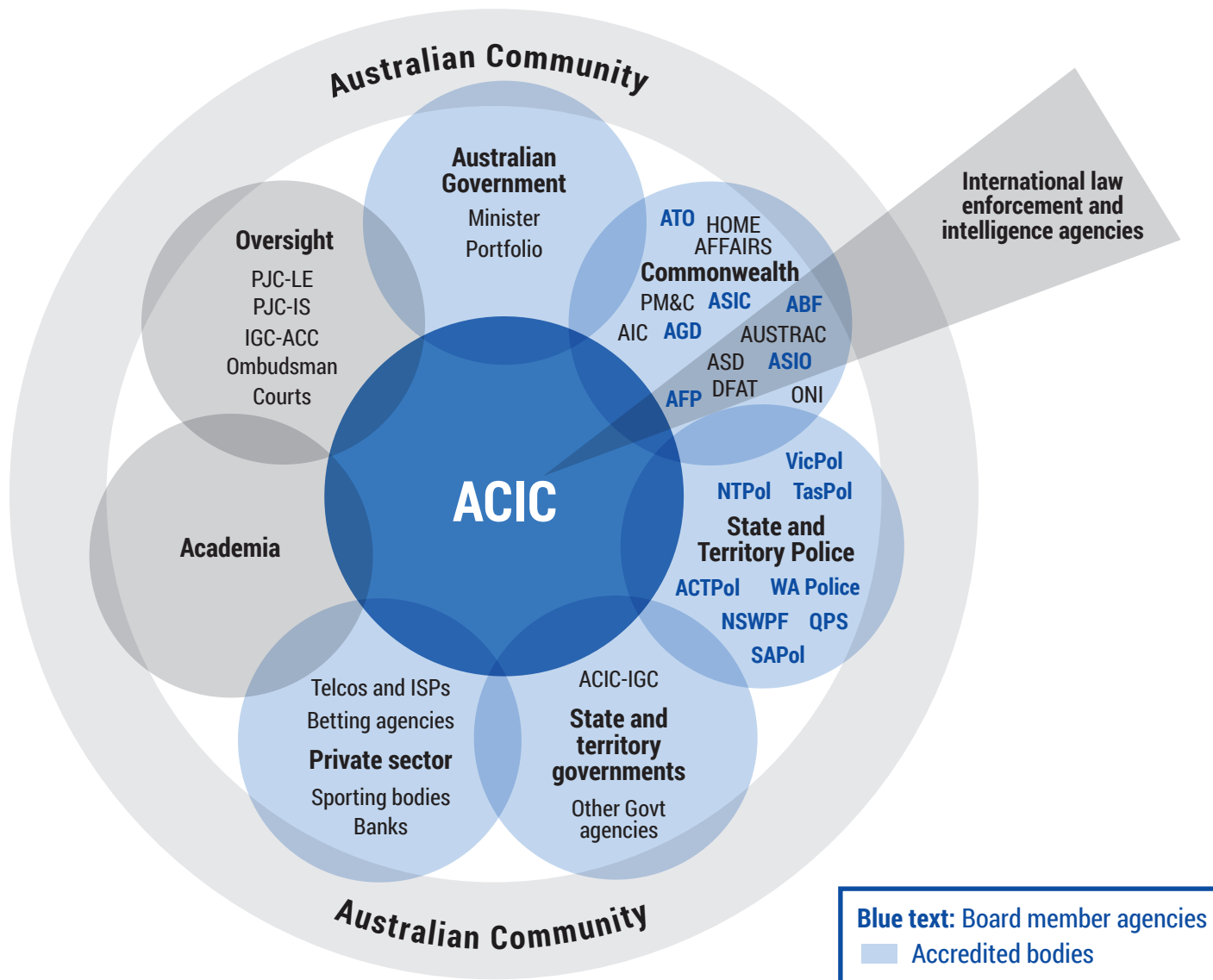
their criminal activities and we have an important role in brokering access to increasing national policing and criminal information and intelligence holdings. Operating at a national level presents challenges due to lack of uniformity of legislation and systems across state and territory jurisdictions.

Our users need information from multiple systems and sources to be aggregated, deconflicted³, easily searched and accessed — including through hand-held devices. These stakeholder needs have driven our future plans to create a truly national, comprehensive criminal intelligence system that will enable police across the nation to be aware of other investigations, and work more collaboratively. Changes to the way information is managed and shared will be made consultatively, to ensure that all contributing agencies' responsibilities for protecting data and personal privacy are properly undertaken and facilitated. Business hubs have been established with a view to moving towards a stakeholder focussed delivery model for our national policing information systems and services.

There is an increasing demand for our National Police Checking Service (NPCS) across government bodies, not-for-profit organisations and the private sector. A key focus of the NPCS Transformation Program is to establish a robust governance model for the service to ensure it operates as a truly national service. Proposals to strengthen background checking regimes to ensure individuals with links to serious and organised crime cannot gain access to our airports, ports, and other Commonwealth sites have been considered but not yet legislated. Changes in this area are likely to impact the work of the ACIC.

3 Deconfliction (and deconflict)—Deconfliction is a process that enables police and law enforcement to be aware of each other's activities against criminal targets, subjects or cases that are active across more than one jurisdiction or regional area. Outcomes from deconfliction can be:

- investigative efforts are not jeopardised
- investigative efforts are enhanced by new information being provided
- opportunities for joint efforts are identified.



GOVERNANCE

We are an independent statutory agency accountable to the Minister for Home Affairs as part of the Home Affairs Portfolio. The Home Affairs Portfolio:

- integrates Australia's federal law enforcement, national and transport security, criminal justice, emergency management, multicultural affairs and immigration and border-related functions to strengthen the strategic policy, planning and coordination that support our operations
- brings together the strengths of individual agencies, continuing to coordinate and drive efforts to create a safe, secure, prosperous and united Australia through close cooperation and sustained joint activity
- continues to combat threats to national security
- contributes to Australia's prosperity through modernising trade and travel, and ensures we remain economically competitive in an increasingly complex environment.

The Shared Services Program is an Australian Public Service (APS) wide program focused on the provision of common services through centres of excellence (hubs) and the transition of agencies into these hubs. The program began on 1 July 2016, with the initial phase of consolidation and standardisation to continue until 2021. The focus is on core transactional services and Enterprise Resource Planning (ERP) software. It is likely that the transition to shared services will impact on the ACIC's operating environment and activities over the next four years.

On 20 May 2018 the Attorney-General announced that Mr Dennis Richardson AO would undertake a comprehensive review of the legal framework governing the National Intelligence Community, of which the ACIC is a part. This review will look at opportunities to harmonise and modernise the legislative framework, clarify agencies' functions in light of new technologies and responsibilities, and enable more effective cooperation and coordination across agencies. The review will also ensure that agencies continue to operate under robust oversight and accountability mechanisms. Governance provisions for the ACIC are predominantly contained in relevant legislation.

Given our role, powers and access to information, staff employed at the ACIC must meet the highest integrity standards. The Integrity Measures Bill is likely to impact on oversight of our operations. Due to the nature of our business, we operate in a contested environment and are often subject to legal challenge as a normal part of our operations. While we are subject to significant oversight already, we welcome discussion on appropriate oversight to ensure our organisation maintains robust integrity control systems that can withstand external scrutiny.

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

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

The ACC Act is independently reviewed every five years, with the last review occurring during 2015–16 (prior to the creation of the ACIC). The ACIC is working with the Department of Home Affairs and Government to progress proposals for legislative reform. The next review is scheduled for 2020.

In January 2019 the Australian National Audit Office (ANAO) released an audit into the ACIC management of the Biometric Identification Services Project. The audit revealed significant failures in the management and delivery of the project, and has identified opportunities for the ACIC to refine our practices in order to improve our delivery of information and intelligence services to law enforcement and national security agencies in Australia. We are investing in improvements to governance processes of systems and services across our operations to ensure we respond to these findings.

ACTIVITIES AND PERFORMANCE

The following section summarises how we intend to achieve our purpose in 2019–20 and over the life of this plan. It also provides detail on how we measure and report on our performance.

Our planning responds to the criminal risks facing Australia and needs of our stakeholders outlined in our environment section, and consists of three key areas of delivery:

- Criminal intelligence delivery
 - Strategic intelligence picture
 - Transnational criminal threats to Australia
 - Priority criminal threats
- National criminal intelligence and policing information services
 - Provision of reliable services
 - Enhancement and development of improved services
- National Police Checking Service
 - Provision of accurate reliable service
 - Enhancement to existing operations
 - Development of a new and improved future operating model

CRIMINAL INTELLIGENCE DELIVERY

Our work to deliver strategic intelligence and counter transnational criminal threats to Australia forms part of all our activities to respond to criminal risks. The ACIC intelligence products, advice and recommendations enhance national understanding of the organised crime environment to inform collaborative responses, both immediate and longer-term. The ACIC builds up a national picture by fusing and analysing intelligence gathered from investigations and intelligence operations and from intelligence feeds from partner agencies.

We work with our state and territory, national and international partners to investigate and collect intelligence to improve the national ability to respond to crime impacting Australia. Our coercive powers give us a unique intelligence collection capability and allow us to inform and provide critical contributions to national strategies to combat serious and organised crime, cybercrime and national security threats.

We create a national intelligence picture of crime, target serious and organised crime, and deliver information capability and services to frontline policing and law enforcement. The Australian Priority Organisation Target (APOT) strategy is an ACIC-led initiative focused on identification, assessment, designation and coordination of operational responses against transnational serious and organised crime targets that pose the greatest threat to Australia's interests. The intent of the strategy is to improve understanding and facilitate disruption efforts in collaboration with our domestic and international intelligence partners within a local, regional and global context, to enhance community safety in Australia.

We also participate in a wide range of formal and informal task forces, including multi-agency ACIC Board-approved task forces. Multi-agency task forces involve a broad range of partners working together to disrupt criminal enterprises through intelligence-led responses. Partners may include representatives from law enforcement, the regulatory sector, peak bodies and the private sector. Our agency's role in multi-agency task forces ranges from leading or jointly coordinating, to supporting task forces led by partner agencies.

CRIMINAL INTELLIGENCE DELIVERY *CONTINUED*

The ACIC Board establishes the National Criminal Intelligence Priorities (NCIP), which provide a comprehensive summary of known national criminal threats affecting Australia. The NCIP's reflect the ACIC's Board approved special investigation and special operation themes.

The ACIC Board has approved special investigations and special intelligence operations for each of these priorities, which enables us to utilise coercive powers to collect criminal intelligence, in certain circumstances. These are:

- **Monitoring and assessment of high risk targets:** gather intelligence, investigate Australia's highest threat organised criminal targets, and work with our Australian and international partners to develop strategies to disrupt their activities.
- **Financial crime:** gather intelligence and investigate money laundering, unexplained wealth and proceeds of crime, and serious financial crime.
- **National security/terrorism:** contribute to the whole-of-government response to national security threats by developing intelligence and focusing on counter-terrorism in response to Islamist extremism and fixated persons, and providing intelligence support for Australian border security.
- **Cybercrime:** support Australian Cyber Security Centre partners by gathering and connecting intelligence that deepens the understanding of cybercrime threats that are impacting Australia and its interests, including real-world attribution of cybercriminals and identification of vulnerabilities in their operations that can be addressed through operational, legal and policy responses.
- **Illicit drugs:** contribute to an increasingly holistic understanding of Australian illicit drug markets with data and intelligence, including wastewater analysis, and support the development of operational, legal and policy responses to these complex and evolving markets.
- **Gangs:** gather and share information and intelligence on the threats and vulnerabilities associated with, and contribute to the response to, the outlaw motorcycle gang threat.
- **Firearms:** work with partners to build a richer understanding of the illicit firearm environment through intelligence collection and sharing, investigations, the National Firearm Trace Program, policy reform and information and communication (ICT) systems.
- **Emerging organised crime threats:** help make Australia more hostile to serious and organised crime through our focus on key enablers of criminal activity and specific markets where criminal activity impacts on legitimate activity, such as the sports betting and tobacco markets.
- **The migration system:** understand how visa and migration fraud is enabling serious and organised crime in Australia.

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

We also work closely with the [Australian Institute of Criminology](#) to build an evidence base to inform policy and practice for addressing crime in Australia, through crime and justice research.

NATIONAL CRIMINAL INTELLIGENCE AND POLICING INFORMATION SERVICES

It is essential to have effective and efficient information-sharing systems to support the operational law enforcement officers who protect our community. We provide national criminal information and intelligence services to more than 70,000 police officers and other accredited users on a daily basis to keep them, and the Australian community safe.

We deliver information-sharing solutions between state, territory and federal law enforcement agencies. Our agency does this by bringing together essential law enforcement information from around the country and making it accessible to all Australian police and wider law enforcement agencies.

These capabilities are specifically designed to equip police with the information they need to investigate, solve and prevent crimes. This vital information improves decision-making and contributes to a safer Australia. Services we provide include:

- **Frontline:** enable police agencies to share essential policing information with each other in relation to people, vehicles, firearms and ballistics. This can assist them to undertake a broad range of community policing and criminal investigations.
- **Biometric and forensic:** help police solve crimes through our biometric services including fingerprints and DNA systems and assist police with identifying missing persons, human remains and disaster victims.
- **Protection:** assist police with information on domestic violence orders, managing child offenders and identifying child exploitation images.
- **Criminal intelligence:** information technology-based systems that facilitate dissemination and sharing of criminal intelligence, including databases containing intelligence holdings that can be accessed and analysed by approved users.

NATIONAL POLICE CHECKING SERVICE

The ACIC partners with Australian police agencies to provide the National Police Checking Service (NPCS). The service enables controlled access to an individual's disclosable police history information, from all Australian states and territories, in line with their respective spent convictions legislation and/or information release policies. There were more than 5.6 million checks in 2018–19 and approximately 1.7 million of those were referred to our police partners for assessment resulting in just over 500 thousand checks where information has been released. In 2018–19 the service raised approximately \$100 million in revenue. NPCS is used by more than 205 accredited organisations including government agencies, private sector businesses, not-for-profit organisations and screening units for working with children or vulnerable people.

This enhances the safety of the community by providing accurate and timely police information that help organisations make informed decisions about the suitability of applicants for a range of employment, registration, licensing and other entitlements. The NPCS Transformation Program is working with our police partners to modernise the service to enhance service delivery.

PERFORMANCE MEASUREMENT

Our performance framework is designed to assess our agency's ability to deliver on our purpose from 2018–22. The framework directly links and aligns our purpose, performance criteria and our 2018–19 Portfolio Budget Statement.

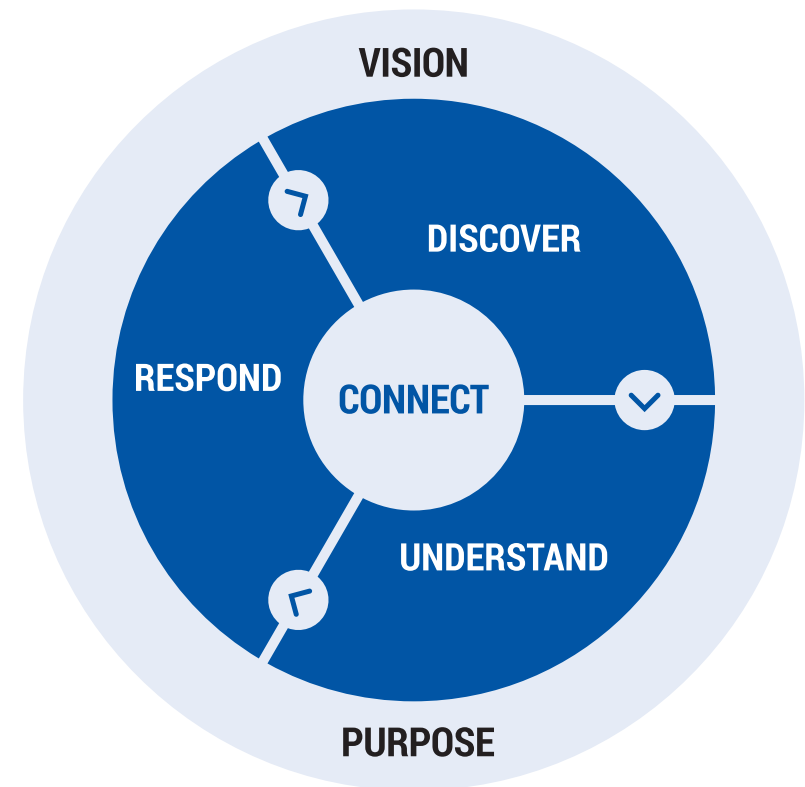
The purpose of the ACIC is to make Australia safer through improved national ability to discover, understand and respond to current and emerging crime, including the ability to connect police and law enforcement to essential criminal intelligence, policing knowledge and information through collaborative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

Our performance measurement includes quantitative measures, qualitative measures and stakeholder survey results. As such, we do not set measures against each activity, but taken together our performance measures provide relevant and reliable measurement of our performance across the breadth of our work. The nature of our work, which requires us to adjust our strategies to respond to criminal threats and meet the changing needs of our stakeholders, means it is not appropriate or possible to have set targets or purely quantitative measures.

Some of our strategies to deliver against our purpose are short-term and some are long-term. This means in any reporting period, some of our work to discover and understand has not yet resulted in a tangible response or outcome for the Australian community.

The ACIC annual report contains the annual performance statements, which report on the achievement of the performance measures and provide narrative and analysis relating to the ACIC's performance.

The following diagrams illustrate the life cycle and performance measures for 2019–20 to 2022–23. More detailed methodology and definitions of performance measures are outlined in Appendix A.



OUR PERFORMANCE MEASURES

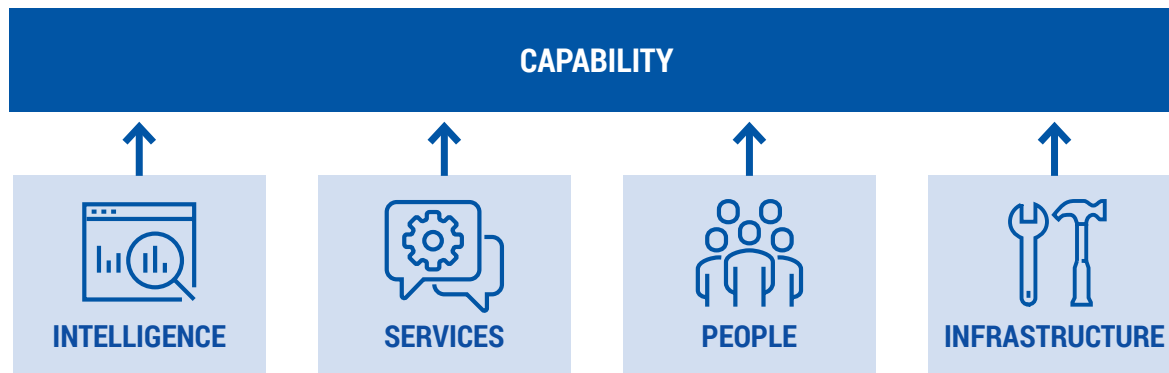
DISCOVER	UNDERSTAND	RESPOND	CONNECT
<i>We build the picture of crime impacting Australia by collecting and combining information to discover new areas of national focus.</i>	<i>We improve our understanding of the picture of crime impacting Australia by undertaking analysis to influence a better response.</i>	<i>We improve the national ability to prevent and disrupt crime and protect the community.</i>	<i>We help our partners by: providing them with systems and services; sharing criminal intelligence and information, policing and other relevant information; and connecting partners to us and each other.</i>
1. The picture of crime impacting Australia is improving because the ACIC is discovering crime threats, vulnerabilities, patterns, methods and trends previously unknown.	1. The understanding of the picture of crime impacting Australia is increasingly more comprehensive, integrated and relevant.	1. The ACIC better informs and influences collaborative efforts to harden the environment against crime.	1. Existing ACIC systems and services are accessible, used and reliable.
	2. The understanding of the picture of crime impacting Australia is increasingly used to influence strategies and responses to crime.	2. The ACIC is conducting collaborative investigations and intelligence operations, and producing intelligence with and for partners that is effective in disrupting, disabling and dismantling serious and organised crime.	2. Through effective collaboration, enable the delivery and implementation of new and enhanced ACIC systems and services that satisfies the needs of stakeholders and users.
		3. ACIC partners are better informed and enabled to undertake policing and community safeguarding activities through access to national information systems and services.	3. The ACIC is sharing increasing volume, breadth and formats (mediums, platforms) of criminal intelligence and information, police information, and other relevant information.
Reported on in 2019–2023	Reported on in 2019–2023	Reported on in 2019–2023	Reported on in 2019–2023

CAPABILITY

To support the achievement of our purpose and to position ACIC as the partner of choice for criminal intelligence, the Executive continues to consider where we need to invest in and build new capabilities across the agency. Engagement with our partners has identified areas of opportunity where we must build capability to effectively meet current and future operational and strategic needs. Responding to these needs and capitalising on opportunities that prepare us better for the future will support the ACIC to continue to meet its purpose over the life of this plan.

Our key capabilities, the current state, and the capability improvements planned over the life of the plan are detailed below. These planned improvements to our capability respond to the challenges and risks identified in the environment section.

ACIC KEY CAPABILITIES



INTELLIGENCE

Our intelligence capability underpins our ability to deliver our purpose by developing intelligence sources on criminal operations. Our role includes reducing serious and organised crime threats of most harm to Australians and the national interest, and providing national policing information systems and services. We do this by:

- enhancing the national picture across the spectrum of crime by developing strategic criminal intelligence assessments and advice on national crime
- working with international and domestic partners to disrupt the activities of serious and organised crime targets and reduce their impact on Australia
- conducting special operations and special investigations addressing priority areas
- developing and maintaining national information and intelligence sharing services and systems.

Over the next four years the ACIC will continue its investment in this capability by:

- Implementing the Capability Division change management program to improve the quality of strategic intelligence outputs and services including more strategic use of our intelligence capability.
- Developing and maintaining productive working relationships with internal and external stakeholders, including with the NIC to improve strategic intelligence capability.
- Applying new techniques in the area of analytics to solve specific problems that have direct applications to the work of the ACIC and its partners.
- Delivering an annual National Collection Plan.
- Continuing to invest in and develop our international intelligence capability and improve collaboration to support disruption of transnational crime.

COERCIVE POWERS

The ACIC has access to coercive powers similar to those of a Royal Commission which are an effective mechanism for targeting serious and organised criminals. Under the framework of a special operation or investigation, they allow an ACIC examiner (an independent statutory officer appointed by the Governor-General) to summon a person to give evidence under oath and require the production of documents.

Our coercive powers give us a unique intelligence collection capability and allow us to inform and provide critical contributions to national strategies to combat serious and organised crime, cybercrime and national security threats.

Our coercive powers are used in special operations and special investigations to discover new information about serious and organised crime, by conducting examinations and issuing notices to produce documents or things. Subject to any directions of the examiner regarding confidentiality, we can share with partners intelligence gained through the use of coercive powers.

Due to the importance of these powers to the ACIC we will continue to invest in them over the forward years including through:

- Process improvements to streamline the use of coercive powers to support production and timely dissemination of intelligence.
- Focus on delivering seamless intelligence products in a timely manner that provides critical support to law enforcement in a changing environment.

SERVICES

BUSINESS HUBS

While technology is a critical enabler, ongoing engagement and management of the ACIC's partners, clients and stakeholders is essential to ensure fit for purpose solutions are implemented to meet business outcomes and objectives. To date, the ACIC and its former agencies have focussed on delivering technology solutions rather than delivering business driven outcomes.

Business hubs will be created to address gaps in how the agency currently engages and delivers services to internal and external stakeholders, clients and partners. The key design principles and objectives of the business hubs include:

- **Business driving service delivery:** the ACIC effectively responds to the needs of its partners maintaining focus on business outcomes and not just the delivery of enabling technical capability.
- **National perspective:** the ACIC takes a national perspective for the development and delivery of services and links jurisdictions and the Commonwealth to ensure alignment in delivery of systems and services.
- **Engagement and strategic leadership:** provide effective, proactive and targeted engagement with stakeholders to improve stakeholder engagement and to remain focussed on delivering business outcomes.
- **Focus on innovation:** enable the ACIC to proactively adopt new and innovative approaches to the delivery of services and systems through liaison with domestic and international public and private sector operators to identify best practice approaches.
- **Sustained delivery:** ensure the ACIC's services are delivered to meet partner, client and stakeholders' evolving needs and changing priorities and that they are scalable and adaptable.
- **Cross-cutting resources and governance:** establishing robust governance structures that engage partners for shared decision making, with clear actionable responsibilities with partners and specialists across government and the private sector.

Over the next four years four business hubs will be established and will be responsible for the following services and systems:

- Biometric and Forensics
- Frontline
- National Police Checking Service
- Intelligence and Corporate (internal agency focus).

NATIONAL CRIMINAL INTELLIGENCE SYSTEM

One of the key activities of the ACIC is to provide information sharing services to law enforcement personnel across Australia. This enables law enforcement and intelligence partners to better combat the changing nature of criminal and national security threats.

In order to support this activity over the forward years the ACIC is delivering the National Criminal Intelligence System (NCIS). The NCIS will give Australia's law enforcement and intelligence agencies the first truly national and unified picture of criminal activity. NCIS will be a whole of government capability, which operates in a secure, national information sharing environment. It will support lawful sharing and disclosure of criminal and intelligence information across jurisdictions.

NCIS will provide partners with:

- **National view capability:** a unified view of data from ACIC and law enforcement partners.
 - **Collaboration and de-confliction:** a platform that enables law enforcement partners (nationally and internationally) to improve their ability to work together across jurisdictions and agencies on common outcomes.
 - **Analytic platforms:** the latest data science and big data platforms that facilitate the development of complex analytics.
 - **Data access:** secure access to more comprehensive and extended national criminal intelligence and policing information data holdings.
 - **Partner integration:** assistance to integrate and connect with NCIS to efficiently share and utilise national data.
- NCIS will be delivered in tranches. We have received funding for Tranche 1 and it is expected that funding for Tranches 2 to 4 will be sought progressively over the next four years.
- **Tranche 1 Frontline services:** will provide targeted, timely, relevant, prioritised national policing information through a number of channels and on a range of partner devices and systems.
 - **Tranche 2 Integration services:** will integrate criminal intelligence information with reference data and national policing information to create a consistent, unified, national view of crime.
 - **Tranche 3 Intelligence services:** will focus on building on the big data analytics delivered through previous tranches as well as supporting increased user collaboration for the creation, running and closure of investigations and task forces.
 - **Tranche 4 Realising capability:** will deliver the capability to analyse and provide greater intelligence insight to ACIC and partner agencies and support the use of criminal intelligence in a range of administrative decision-making functions, including parole decisions, background checking and continuous monitoring of criminal histories.

BACKGROUND CHECKING

The NPCS Transformation Program (the Program) is working with our police partners to modernise the service to address risk and enhance community safety. The program is co-designing a future operating model for an agile, scalable, and sustainable service which is nationally consistent and better meets the needs of stakeholders. In order to support the continued effective delivery of police checks the Program is investing in critical updates and enhancements to the NPCS Support System (NSS).

The high-level design was endorsed by our partners in June 2019, allowing the program to progress with detailed design and planning. The program will be delivered in tranches over five years and is expected to be complete by December 2023.

- **Tranche 1 (completed):** develop a governance framework, stakeholder engagement and change strategies, and the high-level design of the future operating model.
- **Tranche 2:** includes detailed model design and delivery options, enhancements to NSS, requirements for future technology, new governance arrangements, and scoping legislative reform options.
- **Tranche 3:** includes a reliable checking system which integrates with NCIS, proof of concept for automated vetting and biometrics usage, scoping data quality and integrity improvements, and commencing legislative reform.
- **Tranche 4:** includes full implementation of automation and biometrics, and new types of checks.

STAKEHOLDER ENGAGEMENT AND GOVERNANCE

Due to the collaborative nature of our work, and the need to connect partners across Australia, the ACIC invests in building capability to enable us to continue to be responsive to stakeholder needs. We will always have a close working relationship with our Board partner agencies. In addition, the creation of the NIC means that we need to invest in and leverage off relationships across the intelligence community in order to ensure we are the criminal intelligence partner of choice.

We anticipate that a review of the ACC Act will commence in 2020. Section 61A of the ACC Act requires the Minister for Home Affairs to cause an independent review of the Act to be undertaken every five years. The review is intended to assess the effectiveness of the Act in enabling us to fulfil our role as Australia's national criminal intelligence agency.

In the last statutory review of the ACC Act it was recognised that the current information disclosure scheme significantly undermined the ability of the then Australian Crime Commission to fulfil its core statutory functions relating to the dissemination of criminal information and intelligence, and recommended law reform to create a revised information disclosure scheme. We are currently working with the Department of Home Affairs to seek policy approval for the proposed amendments to information disclosure provisions.

We are committed to implementing changes in response to the ANAO's audit report (outlined in the environment section) including bolstering our program management office to ensure a consistent, high-level approach to the delivery of projects. This includes governance and risk management,

contract management and records management.

Over the four years of this plan the ACIC will implement the following strategies aimed at supporting our stakeholder engagement and governance activities.

- Provide support and input into the independent review of the ACC Act.
- Seek legislative amendment of the ACC Act to support dissemination of ACIC criminal information and intelligence.
- Continue to implement a project management framework that is specific to the ACIC needs.
- Refresh approach to business planning and performance reporting.

PEOPLE

The right workforce is essential to underpin all our capabilities and ensure that we deliver our purpose. Our aim is to ensure we attract, develop and retain highly skilled staff, acknowledged as subject matter experts within their chosen field, supported by best practice training and development throughout their career.

We require an effective, integrated and responsive criminal intelligence capability to guide the strategic and operational decisions of Australian law enforcement agencies, and support our international partners. This will ensure workforce needs are better aligned to deliver against national criminal intelligence priorities. In support of these needs we have developed an Intelligence and Specialist Capability Development Strategy with the following key focus areas:

- **People:** develop a recruitment strategy and gateways for entry for intelligence and support professionals which are aligned to job roles to ensure high quality and best-fit applicant, with internal applicants consistently rated highly.
- **Workplace learning:** develop staff through formal training and workplace integrated learning, which continues to support development on return to the workplace.
- **Leadership:** current and emerging leaders are supported to develop as senior leaders through the provision of structured professional development opportunities which align with agency objectives.
- **Standards:** partner with law enforcement and intelligence agencies to develop and implement consistent intelligence tradecraft practice and standards nationally.
- **Professional development:** develop a culture of professional development for all roles which ensures currency of knowledge and skills.
- **Training excellence:** deliver formal and informal training opportunities which are fit for purpose, evidence-based and aligned to best practice.

Over the four years of this plan the ACIC will implement the following strategies aimed at supporting our people activities:

- Implement the Strategic Workforce Plan 2017–21.
- Negotiate a replacement for the ACIC Enterprise Agreement 2019–20.
- Implement the Intelligence and Specialist Capability Development Strategy 2019–2022.
- Implement the Criminal Intelligence Training and Development Continuum.
- Focus on providing Leadership development.
- Establish and maintain a new Continuing Organisational Suitability Assessment process to assess and manage employee's ongoing suitability.

INFRASTRUCTURE

TECHNOLOGY

Programs and projects are underway that will further secure, consolidate and enhance the ICT technology platform to deliver incremental value through a suite of contemporary applications and services.

Having modern and capable ICT systems is crucial for delivery of the ACIC's work for both internal and external users as it underpins delivery of a number of our core business services. To support delivery of the ACIC's purpose we need to ensure our ICT environment remains responsive to user needs and continues to facilitate efficient and effective investigative work. We work in a highly sensitive environment across multiple jurisdictions with a broad range of customers and stakeholders that make it challenging to engage external providers. Ensuring our systems are accredited is key to protecting ourselves and our partners.

The deployment of a single ACIC desktop environment with up-to-date office automation tools and software is a key focus of the 2019–20 financial year. A simplified resourcing framework will provide a sustainable 24x7 support model for all infrastructure services. We are improving our internal networks as well as the networks supporting our external-facing services. The decommissioning of the ACIC mainframe platform along with new high availability and disaster recovery targets will drive infrastructure delivery in our datacentres. An upgrade and rationalisation of integration infrastructure, messaging middleware and gateway implementations is planned, along with the replacement of identity/privileged access and vulnerability management solutions. The biometrics capability will be migrated to new compute and storage infrastructure and will position the ACIC to take advantage of the latest technological advances in this space.

Over the next four years the ACIC will make of the following investments in maintaining and enhancing our technology capability:

- Develop an Application Portfolio Strategy.
- Establish a dedicated Technology Collaboration and Coordination Unit to build stakeholder relationships with business and partner agencies.
- Develop, implement and maintain an ICT Strategic Plan.
- Undertake a datacentre consolidation project.

PROPERTY

We have ACIC offices in each capital city to support delivery of our national service. Premises in Hobart and Darwin are provided by the relevant state/territory police force and are not subject to formal lease arrangements. All other offices are under lease until at least 2022, with most due to expire from 2024 onward.

We have continued to engage with Victoria Police in the design of premises in their development at 311 Spencer St, Melbourne with the intention of moving the Victoria state office in 2020. This project received approval by the Minister for Finance and the Public Works Committee during 2017–18.

We are working on an accommodation strategy for our Canberra office. We anticipate accommodating up to 100 additional staff in Canberra as a result of workforce planning and forecasted project and task force requirements.

Over the next four years we will continue to monitor our property performance nationally with a view to minimising our property footprint and taking advantage of efficiency initiatives, including shared opportunities.

RISK OVERSIGHT AND MANAGEMENT SYSTEMS

The ACIC applies a risk management approach across its diverse range of activities. The complex legal, stakeholder and criminal environment the ACIC operates in requires us to engage with risk. Effectively managing risk over the life of this plan is critical to ensure we continue to deliver our purpose. Risk management informs the strategies we use to deliver our purpose. We face a variety of potential risks such as:

- failure to respond to key changes in the criminal environment
- failure to use information and intelligence appropriately
- failure to meet the needs of stakeholders
- failure to effectively manage our coercive powers and carry out our legislative functions with integrity or being found to be non-compliant.

The ACIC Risk Management Policy and Procedures are based on adherence to the Commonwealth Risk Management Policy of July 2014 and communicate the ACIC's approach to risk management practices and decision-making associated with managing risk to the ACIC's business operations. Together these documents support a positive risk culture by: clearly articulating our risk appetite and accountabilities; support the integration of risk management into business planning, review and monitoring processes; and support active management of risk as part of staff's day to day activities.

The ACIC CEO has overall responsibility for risk management in the ACIC. He is supported by the Chief Operating Officer and dedicated positions which provide advice to the Executive and staff on risk management approaches across the entity. All ACIC staff have a responsibility to practice active risk management. This includes remaining vigilant to changes in the ACIC's operating environment that could result in new risks or changes to the ACIC's exposure to current identified risks. The ACIC provides risk management training for all ACIC staff.

Consideration of risk forms part of the annual planning, investment and governance cycle and is considered as part of operational activities ranging from intelligence operations to project and system design and delivery.

The agency Risk Team is responsible for reporting on risk, compliance and assurance to the ACIC's Executive leadership and the Audit Committee. ACIC staff are expected to comply with the Risk Management Procedures' mechanisms for reporting and monitoring risk at a project level. In addition, the ACIC's internal audit function has a role, via a program of audits, to comment on and provide insights into risk management for the ACIC Executive and the Audit Committee. The ACIC Audit Committee has responsibilities to review and provide advice as to the appropriateness of the ACIC's risk management.

The ACIC supports a thorough communication and consultation process to allow for the provision of feedback where required. The ACIC has a system of internal and external governance committees who monitor and report on activities and project progress, including reviewing risk. This supports the ACIC to engage external stakeholders and entities in managing shared risks.

The ACIC participates in the Comcover benchmarking survey and in 2019 our risk management approach was rated as 'systematic'.

APPENDIX A: PERFORMANCE MEASURES—METHODOLOGY AND DEFINITIONS

DISCOVER 1	The picture of crime impacting Australia is improving because the ACIC is discovering crime threats, vulnerabilities, patterns, methods and trends previously unknown.			
METHOD	Quantitative statistics tracking the number of examinations held, notices issued and examination -related intelligence products produced. Both qualitative and quantitative reporting of previously unknown targets and known targets in new areas of criminality. Qualitative reporting of our discovery of previously unknown crime threats, vulnerabilities, patterns, methods and trends that impact Australia. Stakeholder survey results.			
DEFINITIONS	Examinations: The ACIC’s special coercive powers allow ACIC Examiners to issue a summons, requiring a person to attend a compulsory examination and answer questions under oath. Notices: The ACIC’s special coercive powers enable the ACIC to request the production of documents or items. Examination related intelligence products: Intelligence we have gathered is analysed and disseminated to our partners to support and inform national and transnational responses to crime threats. Dissemination: Information we have shared with partners under powers contained in the ACC Act. Previously unknown: Criminals or criminality that were not previously known to the Australian law enforcement community. Reporting of targets that were previously known in one area of criminality but are now discovered to be operating in a different area of criminality in which they were previously unknown are also reported.			
RATIONALE	Our special coercive powers are used to discover new insights into serious and organised crime in Australia. While we cannot report directly on the outcomes from these, we provide comparative statistics on the use of these powers and their contributions to intelligence products as an output measure. By sharing our intelligence discoveries with stakeholders the ACIC is contributing to national understanding of the criminal environment so that we and our partners can better respond to crime impacting Australia.			
TARGET AND REPORTING	Due to the nature of the measure it is not appropriate to set a target for performance. However, four-year trends are included as a benchmark. For previously unknown targets, due to an expansion of the definition, 2017–18 results provide a benchmark going forward. We are working towards providing a four-year trend for stakeholder survey results.			
	2019–20	2020–21	2021–22	2022–23
	✓	✓	✓	✓

UNDERSTAND 1 The understanding of the picture of crime impacting Australia is increasingly more comprehensive, integrated and relevant.				
METHOD	Both qualitative and quantitative reporting of our: <ul style="list-style-type: none">▪ delivery of intelligence products that provide a comprehensive and integrated national picture of significant serious and organised crime threats impacting Australia▪ production and sharing of intelligence that increases understanding of relevant crime themes and are consistent with the National Criminal Intelligence Priorities. Stakeholder survey results.			
DEFINITIONS	Intelligence products: Intelligence we have collected is analysed and disseminated to our partners to support and inform national and transnational responses to crime threats. Serious and organised crime threats: Serious and organised crime (SOC) constitutes an offence that involves two or more offenders, substantial planning and organisation, the use of sophisticated methods and techniques, committed (or of a kind that is ordinarily committed) in conjunction with other offences of a like kind, and is punishable by imprisonment for three or more years. National Criminal Intelligence Priorities: The ACIC Board establishes the NCIP, which provide a comprehensive summary of known national criminal threats affecting Australia.			
RATIONALE	By building understanding this measure provides insight into our work to improve the national ability of our partners and ourselves to respond to criminal threats and make Australia safer.			
TARGET AND REPORTING	Due to the nature of the qualitative input into the measure it is not appropriate to set a target for performance. However, where quantitative figures are included a four-year trend is provided as a benchmark. We are working towards providing a four-year trend for stakeholder survey results.			
	2019–20	2020–21	2021–22	2022–23
	✓	✓	✓	✓
UNDERSTAND 2 The understanding of the picture of crime impacting Australia is increasingly used to influence strategies and responses to crime.				
METHOD	Qualitative reporting of our achievements where our intelligence has guided our partners’ strategies and responses to crime in Australia and where the ACIC contribution was material. Stakeholder survey results.			
DEFINITIONS	Intelligence products: Intelligence we have collected is analysed and disseminated to our partners to support and inform national and transnational responses to crime threats. Material: The ACIC contribution is deemed to be significant. For example, operations where ACIC staff directly contribute to the joint operation, or where intelligence from an ACIC product, referral or examination is actioned by a partner agency and leads to a significant outcome, including when the intelligence is deemed a significant contribution to commence, progress and/or expedited the outcome.			

UNDERSTAND 2 CONTINUED					The understanding of the picture of crime impacting Australia is increasingly used to influence strategies and responses to crime.				
RATIONALE		Through this measure we report on our value and influence in guiding law enforcement and other strategies to deal with the threats posed by crime impacting Australia. By building understanding that is used to guide our partners’ strategies and responses to crime, we contribute to improving the national ability of our partners and ourselves to respond to criminal threats and make Australia safer.							
TARGET AND REPORTING		Due to the nature of the qualitative input into the measure it is not appropriate to set a target for performance. We are working towards providing a four-year trend for stakeholder survey results.							
		2019–20		2020–21		2021–22		2022–23	
		✓		✓		✓		✓	
RESPOND 1		The ACIC better informs and influences collaborative efforts to harden the environment against crime.							
METHOD		Qualitative instances of informing preventative and environment hardening responses . Qualitative instances of responses we have contributed to preventing crime. Stakeholder survey results.							
DEFINITIONS		Preventing crime and environment hardening response: Changes are made in the environment which close off opportunities for criminality to occur, for example changing legislation. Material: The change would not have, or is unlikely to have, occurred without the ACIC contribution or the ACIC’s contributions significantly expediting changes.							
RATIONALE		By informing and influencing responses to harden the environment against crime, we contribute to the shared efforts to prevent crime impacting Australia and to make Australia safer.							
TARGET AND REPORTING		Due to the nature of the qualitative input into the measure it is not appropriate to set a target for performance. We are working towards providing a four-year trend for stakeholder survey results.							
		2019–20		2020–21		2021–22		2022–23	
		✓		✓		✓		✓	

RESPOND 2	The ACIC is conducting collaborative investigations and intelligence operations, and producing intelligence with and for partners that is effective in disrupting, disabling and dismantling serious and organised crime.											
METHOD	<p>Comparative multi-year disruption statistics on:</p> <ul style="list-style-type: none">▪ entities disrupted by disruptive impact▪ apprehensions and convictions▪ seizure and confiscation of drugs and cash▪ referrals to other agencies to enable:<ul style="list-style-type: none">– confiscation of proceeds of crime assets– tax assessed and recovered. <p>Stakeholder survey results.</p>											
DEFINITIONS	<p>Disruption: The ACIC makes a material contribution to actions taken by a partner(s) that significantly interrupts, reduces, or ceases the activities of a SOC criminal entity(s) that poses a threat to Australia. Disruption of targets or groups of targets that are linked, but disrupted through separate efforts (and often at different points in time), can be considered as more than one disruption. However, the collective or cumulative disruptive impact of an ‘indivisible body of work’ or ‘inherently related activities’ are assessed as one disruption (so as to avoid double counting).</p> <p>Material: The disruption would not, or is unlikely to have, occurred without the ACIC contribution or the ACIC’s contributions significantly expedited law enforcement’s disruptive outcomes.</p> <p>Severe: Must include the dismantling/complete disruption of a SOC entity with the cessation of their SOC activities.</p> <p>Significant: Has not resulted in the complete disruption/dismantling of a SOC entity and the cessation of their SOC activities, but when it has been assessed that the disruptive impact is ‘significant’. The assessment is informed by the disruptive impact caused by arrests, seizures (drugs, cash, assets), tax liabilities raised, visa cancellations and any other disruptive results achieved.</p>											
RATIONALE	<p>This performance criterion directly relates to our role working with our partners to disrupt SOC, distinct from our broader general role supporting responses to all types of crime (such as broader volume crime and victim crime).</p> <p>As this contributes to our partners’ work against SOC, we cannot confidently measure all the impacts of these intelligence products and the disruptive outcomes to which we contribute. However, we can measure our performance against this criterion through comparative statistics of entities disrupted, apprehensions and convictions, seizure and confiscations of drugs, cash and also tax assessments and recovery of assets.</p>											
TARGET AND REPORTING	<p>In 2017–18 the measure was revised to strengthen the measure and align it to our evolving activities to focus on the high threat targets. As such 2017–18 will serve as a benchmark going forward.</p> <table><tr><th>2019–20</th><th>2020–21</th><th>2021–22</th><th>2022–23</th></tr><tr><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr></table>				2019–20	2020–21	2021–22	2022–23	✓	✓	✓	✓
2019–20	2020–21	2021–22	2022–23									
✓	✓	✓	✓									

RESPOND 3	ACIC partners are better informed and enabled to undertake policing and community safeguarding activities through access to national information systems and services.			
METHOD	Quantitative figures of data matches through use of our frontline, biometric and forensic services. Stakeholder survey results. System results reported in Connect 1 and Connect 3 are referenced to support assessment.			
DEFINITIONS	Availability: Our system availability reporting provides the percentage of time systems were available, excluding scheduled outages. We provide our systems nationally to multiple agencies. Many of our systems are integrated or routed via partner agency systems, meaning issues unrelated to our service can also affect availability. As a result, we derive national availability reporting from user notifications of outages across multiple jurisdictions. Agencies: All Australian police forces, with appropriate access to some other agencies including the Department of Home Affairs, the Australian Securities and Investments Commission and state-based crime and corruption bodies. Users: Numbers of users in the system at 30 June of the relevant financial year. Data matches: Positive matches such as matching crime scene evidence (ballistic, fingerprints or DNA) to a crime or linking crimes through evidence at multiple scenes.			
RATIONALE	This performance criterion relates to our role supporting our partners, particularly police, in the wide range of roles they undertake to protect the community against all types of crime, and in a range of circumstances, including national disasters. This is distinct from the other ‘respond’ criterion that relates specifically to responding to serious and organised crime. It is not possible for us to measure the outcomes our partners achieve that contribute to our shared purpose of keeping Australia safer through the use of the systems and services we provide, as this information is not systematically collected by our partners and/or not accessible to us. As a result, our measurement under this performance criterion focuses on our performance in better informing and enabling our partners through access to our national information systems and services.			
TARGET AND REPORTING	The ACIC Board sets targets for availability for each system. These targets are included in our Annual Report. Where quantitative figures are included a four year trend is provided as a benchmark where a four year trend is available.			
	2019–20	2020–21	2021–22	2022–23
	✓	✓	✓	✓

CONNECT 1		Existing ACIC systems and services are accessible, used and reliable.											
METHOD	Quantitative figures across our different systems: <ul style="list-style-type: none">▪ system availability—the percentage of time systems were available▪ service beneficiaries—the range of agencies we provide services to▪ service usage—the number of users in partner agencies and number of system searches Stakeholder survey results.												
DEFINITIONS	<p>Availability: Our system availability reporting provides the percentage of time systems were available, excluding scheduled outages. Many of our systems are integrated or routed via partner agency systems, meaning issues unrelated to our service can also affect availability. As a result, we derive national availability reporting from user notifications of outages across multiple jurisdictions.</p> <p>Beneficiaries: All Australian police forces, with appropriate access to some other agencies including the Department of Home Affairs, the Australian Securities and Investments Commission and state-based crime and corruption bodies. The NPCS is used by police and ACIC accredited bodies, including government agencies, private sector businesses and brokers, not-for-profit organisations and screening units responsible for the assessment of people who apply to work with children or vulnerable people.</p> <p>Users: Numbers of users in the system at 30 June of the relevant financial year.</p>												
RATIONALE	We provide various types of services through a range of different systems. By reliably providing these systems and services, and ensuring they are accessible and used by the appropriate police, law enforcement and intelligence agencies, we contribute to the effectiveness of our collective efforts to keep Australia safer from crime.												
TARGET AND REPORTING	<p>The ACIC Board sets targets for availability for each system. These targets are included in our Annual Report.</p> <p>Where quantitative figures are included a four year trend is provided as a benchmark where a four year trend is available.</p> <table><tr><th>2019–20</th><th>2020–21</th><th>2021–22</th><th>2022–23</th></tr><tr><td>✓</td><td>✓</td><td>✓</td><td>✓</td></tr></table>					2019–20	2020–21	2021–22	2022–23	✓	✓	✓	✓
2019–20	2020–21	2021–22	2022–23										
✓	✓	✓	✓										
CONNECT 2		Through effective collaboration, enable the delivery and implementation of new and enhanced ACIC systems and services that satisfies the needs of stakeholders and users.											
METHOD	Qualitative examples of delivery and implementation of systems and service enhancements.												
DEFINITIONS	Stakeholder survey results.												
	<p>Delivery and implementation: Includes projects delivered, projects progressed and projects planned during the reporting period. It also includes changes to planned projects from year to year. Where delivery was planned but not implemented this will be detailed including reason for change.</p> <p>Systems: National Criminal Intelligence and Policing Information Services</p>												

CONNECT 2 <i>CONTINUED</i>	Through effective collaboration, enable the delivery and implementation of new and enhanced ACIC systems and services that satisfies the needs of stakeholders and users.			
RATIONALE	By delivering and implementing new and enhanced national systems and services, we increase the capability of our partners and we contribute to the effectiveness of our collective efforts to keep Australia safer from crime.			
TARGET AND REPORTING	Due to the nature of the measure it is not appropriate to set a target for performance.			
	2019–20	2020–21	2021–22	2022–23
	✓	✓	✓	✓
CONNECT 3	The ACIC is sharing increasing volume, breadth and formats (mediums, platforms) of criminal intelligence and information, police information, and other relevant information.			
METHOD	<p>Comparative multi-year statistics on</p> <ul style="list-style-type: none"> provision of systems and the volume of data disseminating intelligence and other information to partners. <p>Qualitative examples of sharing information including:</p> <ul style="list-style-type: none"> new techniques for sharing information providing public, unclassified information and intelligence. 			
DEFINITIONS	<p>Sharing information: Includes information provided and/or made accessible through our systems to appropriate partner agencies.</p> <p>Intelligence and other information: Number of tactical and analytical intelligence products produced, number of alerts disseminated (automated system reporting to partners on activities of high risk criminal targets) and number of requests for information to which the ACIC has responded.</p>			
RATIONALE	By sharing information and increasing the information available to our partners—so it can be used by the appropriate police, law enforcement and intelligence agencies—we contribute to the effectiveness of our collective efforts to keep Australia safe from crime.			
TARGET AND REPORTING	Due to the nature of the measure it is not appropriate to set a target for performance. However, where appropriate, four-year trends are included as a benchmark.			
	2019–20	2020–21	2021–22	2022–23
	✓	✓	✓	✓

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