AUSTRALIAN
CRIMINAL
INTELLIGENCE
COMMISSION

2020–21
CORPORATE PLAN

www.acic.gov.au

COVERING REPORTING PERIOD
2020–21 TO 2023–24

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The document must be attributed as the Australian Criminal Intelligence Commission Corporate Plan 2020–21.

CONTENTS

Foreword 1

About us 3

- Our purpose 3
- Our role 3
- Corporate structure 3
- Strategic planning 4
- Strategic Direction 4

Operating context 7

- Pervasive criminal threats 7
- Transnational and globalised 8
- Technological changes 8
- Partnerships 9
- Federated system 10
- Complexity of funding sources 10

Risk oversight and management systems 11

Current and future enabling capabilities 12

- Tradecraft 12
- Services and partnerships 13
- People and culture 14
- Operating framework and technology 15

Key activities and performance 16

- Criminal intelligence delivery 16
- National policing information systems and services 19
- National Police Checking Service 21
- Corporate and professional services 22

Appendix A: Revisions to the ACIC Performance Measurement Framework 23

FOREWORD

The Australian Criminal Intelligence Commission (ACIC) 2020–21 Corporate Plan outlines how we intend to deliver on our purpose, including our key activities over the next four years (2020–2024) and the measures by which we will be held to account. Our corporate plan is our primary planning document and reflects our functions as set out in the *Australian Crime Commission Act 2002* (Cth) (ACC Act). It integrates with our planning framework and represents the implementation of the strategic direction and priorities determined by the ACIC Board. In addition, the plan provides detail about our capabilities and approach to managing risk, which are critical to support us to successfully deliver our purpose.

The ACIC holds a vital position across law enforcement and security, bringing together members from the Australian Border Force, Australian Federal Police, Australian Security Intelligence Organisation, Attorney-General's Department, and state and territory police on our Board to enhance partnerships and fight serious and organised crime.

My vision is that the ACIC will be the agency of choice when it comes to law enforcement intelligence. Our goal is for the ACIC to become the trusted partner for fighting organised crime and the source of criminal intelligence for our partners. Engagement with our partners has identified areas of opportunity where we must build capability to effectively meet current and future operational and strategic needs.

Moving forward we will continue to focus on strengthening our relationships within the national intelligence community and responding to the criminal risks facing Australia, through three key areas of delivery: criminal intelligence, national policing information systems and services and the National Police Checking Service. A key part of this is our unique role in determining the nation's criminal intelligence priorities.

Inevitably we will also focus on remaining agile and responsive to the disruption and uncertainty caused by the COVID-19 pandemic. We must continue to mature our awareness of how this pandemic will impact our work, and take a strategic approach to operating effectively within this highly uncertain environment.

An Australia hostile to criminal exploitation.

This corporate plan outlines the key activities and capability investments the ACIC is making to support us to deliver in achieving our purpose and strategic objectives. We continue to make investments in our tradecraft capability; services and partnerships; people and culture; and our operating framework and technology. These investments are guided by and in response to the complex environment in which we operate.

DELAY OF THE CORPORATE PLAN

As with other parts of the Commonwealth, the ACIC has been affected by the COVID-19 pandemic. Due to its significant impact on the operations of the agency and the delay of the Federal Budget 2020–21 and Portfolio Budget Statement (PBS) to 6 October 2020, the publication of the ACIC Corporate Plan 2020–21 was deferred.

The COVID-19 pandemic is having devastating impacts on the Australian economy, including lowering the employment rate nationally. This has resulted in a significant reduction in the National Police Information Systems and Services Special Account (NPISSSA) revenue, which is mainly sourced from the National Police Checking Service (NPCS) related to background checking for employment and entitlement services.

The ACIC has been undertaking modelling to understand the extent and duration of the revenue impacts to develop its program of forward activities for national policing information systems and services.

In addition, we used the 2020 PBS process to outline a number of changes to performance measures over the forward years, a process which was deferred along with the 2020–21 Budget. Due to this delay, and to allow time for the impacts of the COVID-19 pandemic on NPISSSA revenue to be more fully understood, we delayed the release of our corporate plan.

STATEMENT OF PREPARATION

As the Accountable Authority of the Australian Criminal Intelligence Commission (ACIC), I am pleased to present the ACIC 2020–21 Corporate Plan as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

This plan has been prepared for the 2020–21 reporting year and covers the four-year period from 1 July 2020 to 30 June 2024.

Michael Phelan APM
Chief Executive Officer
Australian Criminal Intelligence Commission
13 October 2020

ABOUT US

OUR PURPOSE

The purpose of the ACIC is to protect Australia from criminal threats through coordinating a strategic response and the collection, assessment and dissemination of intelligence and policing information.

We deliver our purpose in accordance with the ACC Act, the PGPA Act and the *Public Service Act 1999* (Cth) (PS Act).

OUR ROLE

Our vision is '*An Australia hostile to criminal exploitation*'. We achieve this by collecting, analysing and disseminating criminal intelligence; sharing information to support police partners through our national policing systems and services; and supporting employment and entitlement decisions through delivery of background checking services.

CORPORATE STRUCTURE

We are 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, enabling services and capabilities, together with the NPCS. This includes finance and procurement, project management, legal services, audit and risk assurance, 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 information communications and technology (ICT) services for intelligence, corporate and research areas, as well as developing and maintaining our national police information systems to support policing and law enforcement.

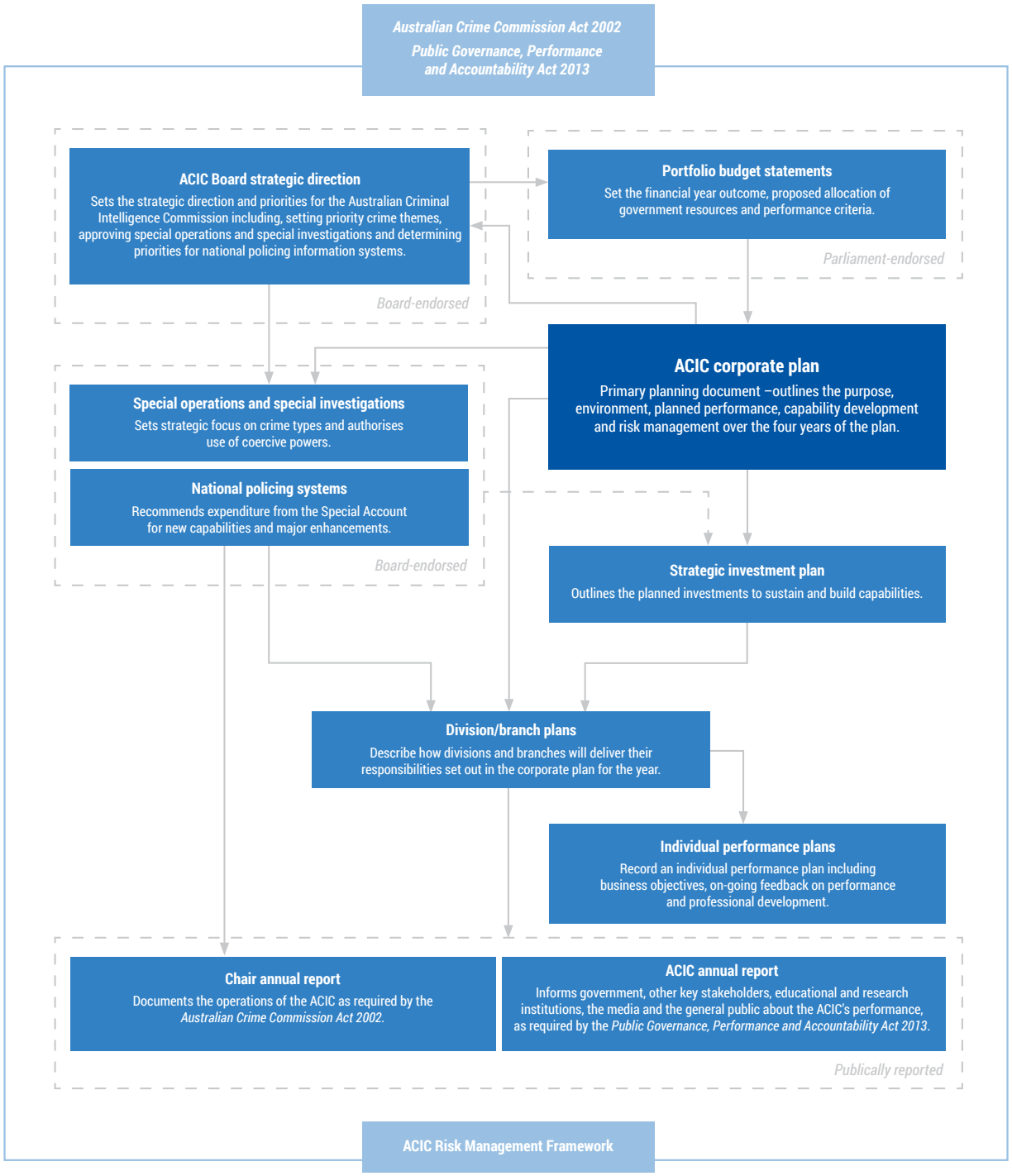
Executive Branch has a key role shaping policy and strategy for our agency. This includes stakeholder liaison, ministerial and executive support, communication and supporting our planning and governance functions.

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.

STRATEGIC PLANNING

To enable us to undertake our work effectively, we undertake strategic planning at the Board and agency level. Our strategic planning framework connects our strategic direction and priorities as approved by the ACIC Board, key activities, risk assessment, resource allocation, performance measurement and monitoring, as shown below.



STRATEGIC DIRECTION

The strategic direction and priorities for the agency are set by the ACIC Board, in line with their functions established in the ACC Act.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

VISION

An Australia hostile to criminal exploitation

PURPOSE

To protect Australia from criminal threats through coordinating a strategic response and the collection, assessment and dissemination of intelligence and policing information

STRATEGIC DIRECTION

STRATEGIC OBJECTIVES

Be the criminal intelligence partner of choice

- Deliver reliable and insightful intelligence collection by drawing on a range of capabilities, including using our coercive powers and other collection strategies
- Coordinate the response to the highest priority transnational serious and organised crime threats through development of innovative targeting strategies such as the Australian Priority Organisation Target strategy
- Maintain strategic focus on priority crime themes while delivering perceptive intelligence assessments into new and emerging issues
- Improve the flow of intelligence from collection through assessment to dissemination
- Leverage our unique role to strengthen links across government, law enforcement, national intelligence, industry and academia

Provide comprehensive commonwealth and policing information to our partners

- Work to deliver the National Criminal Intelligence System (NCIS) capability to provide the first truly national and unified picture of criminal activities
- Ensure current National Police Information (NPI) systems are positioned to transition into the NCIS capability to allow access to information through a single interface
- Deliver NPI systems that meet stakeholder needs and are accessible, reliable, secure and trusted

Keep the community safe

- Deliver world class background checking service to support employment or entitlement decisions
- Invest in the National Police Checking Service (NPCS) to transform its operations to support future activities
- Ensure NPCS complements commercial services to maximise its value

Deliver a sustainable agency

- Special account reserves are invested in delivering benefits to partners through improved services
- The ACIC is funded to continue to deliver capabilities that meet board agreed priorities
- Modernise the ACC Act to ensure the right powers are available to respond to new and emerging criminal threats
- Corporate services are aligned to delivering strategic priorities
- Leverage whole of portfolio opportunities to maximise capability

ENABLING CAPABILITIES

Tradecraft

- Intelligence and specialist training
- Intelligence collection
- Coercive powers
- Develop an elite analyst cohort
- Strategic intelligence

Services and partnerships

- Business engagement
- Governance and advisory committees
- Police and high side partners
- NPI services
- NPCS
- NCIS

People and culture

- Leadership
- Training
- Collaboration
- Operational security
- Accountability

Operating framework and technology

- Governance
- Funding level
- Technology
- Corporate services

GUIDING PRINCIPLES

- Driven by values of respect, integrity and innovation
- Always in partnership
- Accurate, timely and reliable data and information
- Use superior tradecraft
- Highly trained and skilled staff

OPERATING CONTEXT

- Pervasive criminal threats
- Federated system
- Transnational and globalised
- Technological changes
- Partnerships
- Complexity of funding sources

OPERATING CONTEXT SNAPSHOT

PERVASIVE CRIMINAL THREATS

- Crime is big business and criminals use increasingly sophisticated technologies to counter law enforcement, with technology also providing access to victims all over the world.
- We have adapted during the COVID-19 pandemic to ensure our activities continue to target criminals and share timely and relevant intelligence and information.

TRANSNATIONAL AND GLOBALISED

- Crime is globalised—the majority of Australia's serious and organised criminal threats are offshore or have strong offshore links.
- We are expanding our international partnerships to target the high number of offshore criminals impacting Australia.

TECHNOLOGICAL CHANGES

- Users of our information systems need quality information from multiple systems and sources to be aggregated, deconflicted, easily searched and accessed.
- We are building the first truly comprehensive national criminal intelligence system (NCIS) to facilitate information sharing and collaboration across jurisdictions.

PARTNERSHIPS

- We hold a unique position within both the National Intelligence Community (NIC) and law enforcement community with a key collaboration and information sharing role.
- The NPCS is seen as invaluable across government, not-for-profit and the private sector. Proposals to strengthen background checking regimes are being considered.

FEDERATED SYSTEM

- Police and law enforcement continue to be challenged by criminals moving between jurisdictions and diversifying their criminal activities.
- We play a pivotal role in facilitating the brokering and coordination of information and operational effort across Australia's law enforcement agencies.

COMPLEXITY OF FUNDING SOURCES

- We operate in a complex funding environment.
- We can leverage efficiencies which may be present as part of portfolio-wide approaches, such as common administrative services.

OPERATING CONTEXT

This section sets out our operating context over the four-year period of this corporate plan and how this context may affect our operations and management of risk.

Much of what occurs within the criminal environment and technological changes are beyond our control. How we respond to these criminal threats, as well as how effectively we collaborate with our partners and proactively adapt our technology and methods, are very much within our control, and the results of our strategic decisions and actions in response are highlighted through our performance.

COVID-19 has added great uncertainty and further complexity to how our operating environment may evolve and develop over future years. In particular, we must remain on the front foot in identifying criminal threats as they emerge and evolve in response to the impact and opportunities presented by COVID-19.

PERVASIVE CRIMINAL THREATS

Understanding the dynamic and changing criminal environment is critical to determining how we respond. Our work is central to ensuring an informed, collaborative and connected national response to serious and organised crime impacting Australia.

Some key features of serious and organised crime as it affects Australia are:

- **Destructive, pervasive and complex**—Serious and organised crime touches the lives of Australians in unprecedented ways. Criminals seek to exploit vulnerabilities, emerging technologies and perceived gaps in law enforcement. The impacts on the lives of Australians are clear, including damage to families and communities, lost income, health and social impacts, and the erosion of public trust.
- **Big business**—Serious and organised crime has a significant financial impact. The AIC estimates that the cost of serious and organised crime to Australia in 2016–17 was up to $47.4 billion, including $31.5 billion in direct costs and $15.9 billion in prevention and response costs.
- **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.
- **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.

This year, the world has been challenged by the COVID-19 pandemic. Just like the rest of the community, serious and organised criminals have been forced to adapt quickly to continue their operations. We have adapted in response, to continue to target them and share timely and relevant intelligence and information with our partners.

TRANSNATIONAL AND 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.

The security and globalisation challenges posed by serious and organised crime are more complex, pervasive and faster moving than ever. This means that the intelligence capabilities of agencies like the ACIC make a critically important and increasingly significant contribution to national security. A key part of maintaining pace with serious and organised crime is through timely information sharing. In March 2020 the Telecommunications Legislation Amendment (International Production Orders) Bill 2020 was introduced to Parliament. The Bill is an important step towards standing up agreements with close partner countries for faster authorised access to electronic information.

Enhanced counter-terrorism efforts are being made throughout Australia, but the links between terrorism and broader organised crime and volume crime in Australia remain. This includes Australians who engage in organised crime to generate funds to support proscribed terrorist groups or to support individuals who depart Australia to engage in terrorist activities.

TECHNOLOGICAL CHANGES

Serious and organised crime is becoming increasingly tech-savvy. Advances in technology have offered new opportunities for serious and organised crime, which uses increasingly sophisticated methods to counter law enforcement efforts. The threat from the criminal encrypted communications market, and criminal use of encrypted apps and devices, continues to grow. Law enforcement will remain vigilant to shifts in the environment to continue to disrupt such enterprises.

An acceleration of cyber technologies, which enable criminal groups to target thousands of Australians simultaneously, has also created opportunities as well as challenges for Australia's intelligence agencies. We will work with other partners to assist in implementing Australia's Cyber Security Strategy 2020, particularly through bolstering law enforcement capabilities, including on the dark web.

Technology not only influences criminal behaviour, it impacts how we deliver policing information to our partners. Users of our information systems need information from multiple systems and sources to be aggregated, deconflicted[1], easily searched and accessible—including through hand-held devices. Our 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.

Technology is pivotal to the agency achieving is goals and technological advancement has increased the agility, resilience and efficiency of our operating, intelligence, policing and research information systems. It has also enabled the agency to respond rapidly to COVID-19 by supporting staff to work remotely from the office and maintain productivity. However, there is always a need to deliver technology that keeps pace with our digitally enabled stakeholders and grows in innovative ways to meet the challenges of the future.

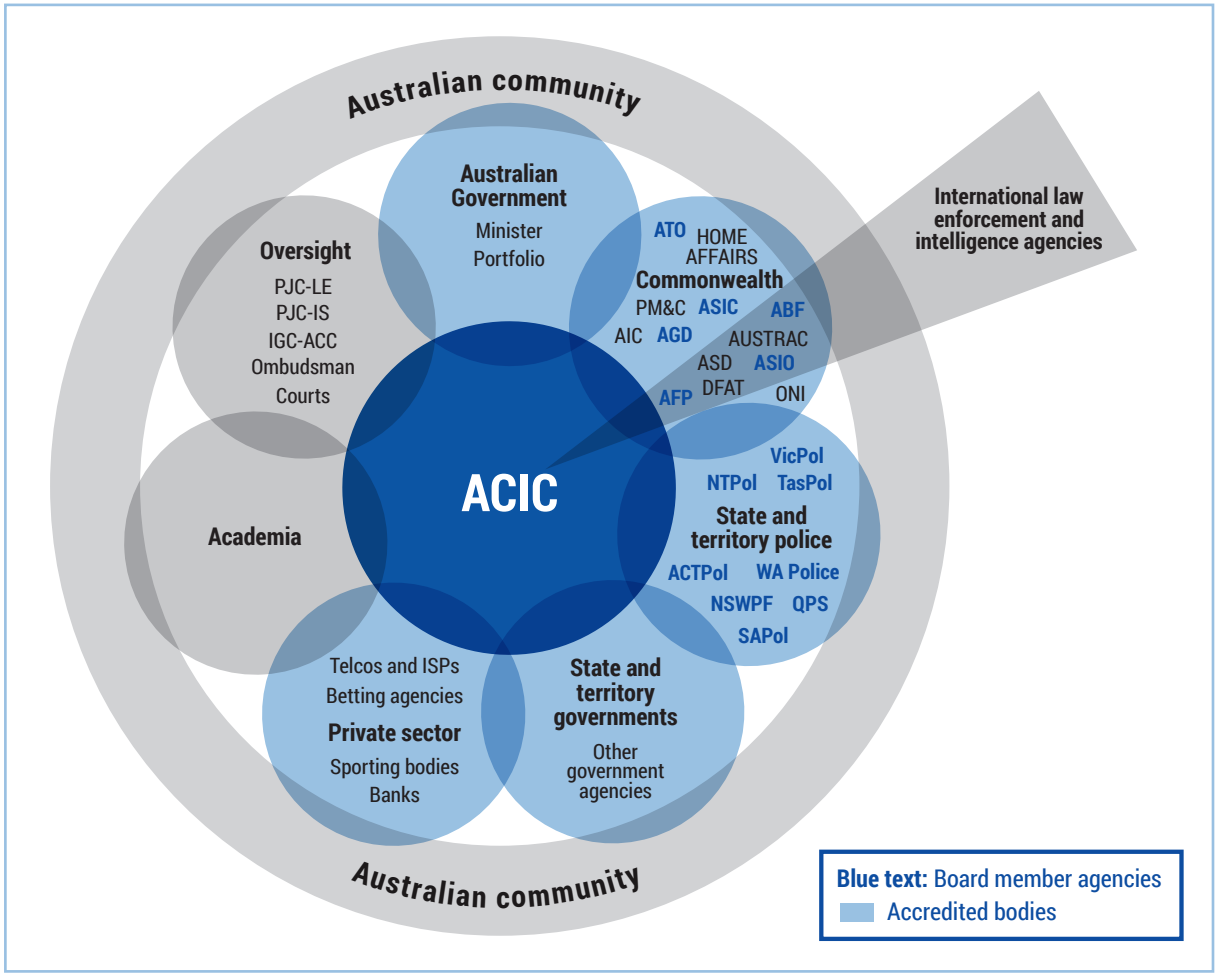
1 Deconfliction is a process that enables law enforcement partners to be aware of each other's activities against criminal targets or cases that are active across more than one jurisdiction or regional area.

PARTNERSHIPS

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 law enforcement, intelligence agencies and other entities. We cannot achieve our vision and purpose without the support of others. The ACIC's Board and governance committees place us in a niche position to bring together many of these entities to collaborate on operational strategy and share information and intelligence.

We aim to be the criminal intelligence 'partner of choice' for all our stakeholders. Effective engagement with stakeholders is critical. The ACIC maintains a unique role linking law enforcement and the NIC, and our position within the Home Affairs Portfolio provides us with opportunities to contribute to sustained, aligned and joint agency activity. We also coordinate or participate in a wide range of formal and informal task forces, including multi-agency ACIC Board-approved task forces, to respond to criminal activity.

We work together with Australian police agencies to deliver the NPCS. The NPCS provides access to nationally coordinated criminal history checks (checks) which support organisations to make informed decisions about the suitability of applicants.



As part of this, the ACIC accredits organisations known as accredited bodies to perform functions on behalf of the ACIC for individuals accessing the NPCS. There are approximately 180 accredited bodies that include government agencies, private sector and commercial (broker) businesses, not-for-profit organisations, and screening units responsible for the assessment of people working with children or vulnerable people, or with the National Disability Insurance Scheme.

Proposals to strengthen background checking regimes for aviation or maritime security identification cards are being considered but not yet legislated. These proposals are to ensure people with serious criminal convictions or known links with serious and organised crime do not have access to secure areas in Australia's airports, seaports and offshore facilities. Changes in this area are likely to impact the work of our agency.

FEDERATED SYSTEM

The ACIC plays a pivotal role in facilitating the sharing and coordination of information and operational effort across Australia's many law enforcement agencies. This role is delivered through our Board relationships and day to day work. We 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. We have an important role in brokering access to policing and criminal information and intelligence holdings across Australia.

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. 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 secure through accreditation is key to protecting ourselves and our partners.

The NPCS is delivered in partnership with all Australian police agencies via a federated model. This model allows for a referral fee to be paid by the ACIC to police to undertake matching and vetting functions in the processing of standard checks. As with other federated models, each Australian state and territory police agency has different legislative schemes and requirements which they operate under and have their own unique approach to how they manage the delivery of the NPCS. This has an impact on the delivery of timely and accurate police information. Achieving national consistency, from a legislative and administrative perspective, remains a goal for the NPCS.

COMPLEXITY OF FUNDING SOURCES

We operate in a complex funding environment. We are funded from appropriation, own-source revenue and non-ongoing funding sources such as proceeds of crime. One consequence of this funding arrangement is that a proportion of our funding is tied to particular projects or can only be spent on specified functions.

Our own source revenue is primarily generated from the NPCS, which is largely what is contained within the National Police Information Systems and Services Special Account (NPISSSA). In addition to funding the NPCS, the NPISSSA revenue is used to pay for the development of new, and the delivery and operation of current, national policing information systems and services.

We continue to seek opportunities to deliver innovative solutions to address serious organised crime impacting Australia within our constrained funding arrangements.

RISK OVERSIGHT AND MANAGEMENT SYSTEMS

We operate within a sensitive and complex criminal intelligence environment. To achieve our strategic objectives, we actively manage risks across all levels of the organisation. Our Enterprise Risk Management Framework allows our senior leadership to ensure agency resources are appropriately prioritised and enabling capabilities maximised. Our strategic risks include:

- failure to keep the community safe
- failure to meet the intelligence and information needs of our national security and law enforcement partners
- failure to effectively manage our coercive powers and carry out our legislative functions with integrity.

At the enterprise level, managing risk is an integral part of the annual planning, investment and governance cycle and is embedded in all critical activities ranging from intelligence operations to project and system design and delivery.

Our 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. Specifically, these documents guide our risk culture by: clearly articulating desired behaviours, the agency's risk appetite and relevant accountabilities. They embed risk management into agency planning, review and monitoring processes; and support active management of risk as part of staff's day to day responsibilities.

This includes remaining vigilant to changes in our operating environment that could result in new risks or changes to our exposure to current identified risks.

Our CEO has overall responsibility for risk management in the ACIC. The CEO is supported by the Chief Risk Officer (CRO) as well as the Executive Leadership Group who have defined accountabilities for specific risk domains.

Our agency's Risk Team is responsible for maintaining a fit for purpose risk management framework and regularly reporting on its implementation. Additionally, this team facilitates the assessment of enterprise risks as well as effectiveness of the control frameworks upon which management of these risks relies.

Furthermore, our internal audit function provides independent assurance on the effectiveness of the agency's risk and internal control framework. The ACIC Audit Committee has responsibilities to review and provide advice as to the appropriateness of our risk management framework.

We also participate in the Comcover benchmarking survey and actively engage with the Risk Management framework of the Department of Home Affairs and other partners.

CURRENT AND FUTURE ENABLING CAPABILITIES

Our current and future enabling capabilities are the skills and resources that we have within our agency, and those we are investing in to support the achievement of our purpose and strategic objectives.

Engagement with our partners has also identified areas of opportunity where we must build capability to effectively meet current and future needs. Capitalising on these opportunities will prepare us better for the future and support the ACIC to continue meeting 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 that arise from our operating context, and are essential to ensure that we continue to deliver our activities and purpose over the life of the plan.

TRADECRAFT

With the criminal environment ever-evolving, we use sophisticated approaches that enhance our ability to respond effectively to the scale of the threat and to get and stay ahead wherever possible. We lawfully and ethically apply maximum pressure to the most significant serious and organised crime threats, with particular effort directed at Australian Priority Organisation Targets (APOT).

Our coercive powers and human and technical intelligence capabilities underpin our ability to deliver our purpose by making Australia hostile to serious and organised crime through delivering disruption outcomes and quality strategic intelligence insights.

We are developing elite intelligence practitioners through the delivery of quality intelligence training and tradecraft development. This ensures our staff have the knowledge and skills required to not only perform, but excel in their roles. We work closely with our partner agencies to deliver a range of criminal intelligence training programs, which includes the delivery of nationally recognised qualifications. We continually strive for excellence in intelligence and specialist training, supported by the Intelligence and Specialist Capability Development Strategy. The strategy focuses on the delivery of best practice training, developing nationally consistent practice standards, supporting ongoing workplace learning and the development of emerging leaders.

Over the next four years we will continue our investment in this capability by:

- implementing the capability change management program to continuously improve the quality of our intelligence outputs and services
- 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
- continuing to invest in and develop our international intelligence capability and improve collaboration to support disruption of transnational crime including short-term and long-term deployments to international partner agencies and joint operations with overseas partners
- investing in our intelligence gathering techniques to ensure that we continue to generate perceptive intelligence assessments into new and emerging issues.

SERVICES AND PARTNERSHIPS

Partnerships and services are critical to help us meet our purpose and strategic objectives. We leverage our unique role to strengthen links across government, law enforcement, national intelligence, industry and academia. Collaboration is a two-way process that creates opportunities for us and our stakeholders to draw on each other's knowledge and capacity, share lessons and build partnerships. We collaborate with domestic and international partners to ensure a coordinated response to transnational serious organised crime (TSOC), generate intelligence insights and drive disruption activities.

We also provide frontline, biometric and forensic, and criminal intelligence services to all Australian police forces and other Commonwealth and state-based crime and corruption bodies on a day to day basis. This includes associated technical support and providing assurance on systems integrity and data quality. These information services enable our partners to better combat the changing nature of criminal and national security threats.

This service delivery to internal and external stakeholders, clients and partners is supported by business hubs. Their role is to work with our partners and internal stakeholders to identify business needs and then develop solutions to meet those needs, be they through technology or otherwise. Business hubs include specialist staff who work with ACIC partners and staff to ensure that our services meet their needs, and that there are no gaps in how the agency currently engages with stakeholders and delivers services.

Delivery of the NCIS will be a critical outcome that 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 to achieve unified outcomes.
- **A big data platform:** facilitating 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.

The NPCS is seen as invaluable across government bodies, not-for-profit organisations and the private sector. To remain responsive to needs of users and to effectively manage the volume of requests, we need to continue to build the capability of the NPCS.

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. Over the next four years we will continue investment in this capability by:

- working with partners to support the migration of relevant national policing information systems to NCIS

- delivering NCIS core capability by December 2020 with additional capability developed progressively post December
- engaging with stakeholders to progress the delivery of National Automated Fingerprint Identification System (NAFIS) NextGen
- investing in NPCS service delivery, prioritising investment in critical updates and enhancements to the NPCS Support System (NSS)
- improving integration and efficiency of ACIC business hubs and service lines
- engaging and collaborating with the NIC and law enforcement (domestically and internationally) to strengthen relationships and partnerships to respond to serious organised crime.

PEOPLE AND CULTURE

Our people are our greatest asset and having a skilled and committed workforce is essential to ensure that we deliver our purpose. As culture is an agency-wide responsibility, we promote a positive culture that strives for excellence, enables personal and professional growth, values workplace diversity, model's respectful behaviour, and achieves agency unity through collaboration and inclusiveness.

We value our professionally diverse people and are committed to creating an environment that promotes wellness, and respects and values the expertise, experiences and capabilities of all our staff. Our staff are capable, adaptable and service-focused. We engage with each other and our stakeholders ethically, and with integrity and respect. We develop an agile and high-performing workforce, enabling us to deliver on our strategic direction and priorities.

Given our role, powers and access to information, staff employed at the ACIC must meet the highest integrity standards and accountability. We maintain a robust, adaptive integrity control system and framework to assist in meeting our integrity and external oversight obligations. We will continue to focus on improvements in this space, noting potential for oversight changes during the life of this plan due to legislative reform.

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

Over the next four years the ACIC will invest in the development of our people and culture by:

- developing and implementing People Strategies to ensure we attract, develop and retain a highly skilled workforce
- implementing an ACIC Capability Framework that outlines agency-wide, job specific, specialist and technical capability requirements for all job roles at all classification levels across the agency
- continuing to provide leadership development that is specially tailored for our agency and our role within the NIC
- continuing to implement the Continuing Organisational Suitability Assessment process to support staff and assess and manage employee's ongoing suitability
- managing the health and safety of our staff.

OPERATING FRAMEWORK AND TECHNOLOGY

Beyond our staff, it is equally important that we prioritise the health of our organisation. Governance, technology and corporate services are a key capability to ensure the agency effectively and appropriately meets its responsibilities as part of the Australian Public Service, as well as its purpose.

The ACIC operates as a stand-alone statutory agency within the Home Affairs Portfolio, and is accountable to the Minister for Home Affairs. The ACIC has a board, whose functions are detailed in the ACC Act. The ACIC Board includes heads of Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies. The role of the ACIC Board includes to:

- provide strategic direction and determine agency priorities
- determine national criminal intelligence priorities
- determine whether certain investigations or operations are special ACC investigations and special ACC operations, which enables the use of our special powers
- make recommendations about charges for national policing information services, including criminal history checks
- determine priorities in relation to national policing information systems and services, and provide recommendations to the Minister for investment to improve, maintain and expand these information systems and services.

The ACC Act is undergoing an independent statutory review in 2020. The last review occurred during 2015–16, which was prior to the creation of the ACIC. The review is intended to report by December 2020.

Having modern and capable ICT systems is a crucial enabler for delivery of the ACIC's services to both internal and external stakeholders. To support delivery of our purpose we need to ensure our ICT environment remains responsive to user needs and continues to facilitate information sharing and intelligence services.

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

- respond to any changes made to the ACC Act following its statutory review
- develop a business architecture to outline how we will change to meet stakeholder needs and the strategic direction
- support the development of governance structures to deliver priority projects and ensure alignment with our internal and external governance frameworks
- refresh our internal and external performance measures and associated reporting approaches.
- establish a single 'ACIC Enterprise Network' at the PROTECTED level
- enhance mobility of our workforce through targeted investments in remote access, teleconferencing and telework technologies
- participate in the Shared Services Program.

KEY ACTIVITIES AND PERFORMANCE

The four broad activities that align with the ACIC's strategic objectives and contribute to achieving our purpose are:

1. Criminal intelligence delivery
2. National policing information systems and services
3. National Police Checking Service
4. Corporate and professional services

Our performance framework is designed to assess our agency's ability to deliver on our purpose from 2020–21. Our performance measures provide information about what we expect to deliver over the next four years and they are outlined below in our 2020–21 Portfolio Budget Statement.

Our performance measurement includes quantitative measures, qualitative measures and stakeholder survey results. To more fully demonstrate that the ACIC is delivering its purpose through delivery of its activities, performance information will now be aligned to the key agency activities and will no longer be presented under the Discover, Understand, Respond and Connect framework. **Appendix A** outlines the changes to maintain line of sight to previous performance.

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 our performance.

CRIMINAL INTELLIGENCE DELIVERY

Our work to deliver impact and insight on the elite, highest level of transnational criminal threats to Australia forms part of all our activities, and delivers on our purpose by:

- making Australia hostile to serious and organised crime through delivering disruption outcomes and quality intelligence insights
- delivering timely and targeted strategic intelligence products to inform government
- supporting broader law enforcement operations and to fill strategic information gaps.

Our unique coordination role, that brings together law enforcement and the NIC, is a critical part of our success, by building operational strategy, synergising effort and leading intelligence initiatives. 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.

The ACIC Board determines the national criminal intelligence priorities, which not only directs our work but also influences that of our partners. We provide advice on these priorities, and also use them to establish nationally and internationally focused intelligence analysis initiatives.

The Board also authorises special ACIC operations (SOs) and investigations (SIs) by determination.

Following recent amendments to the ACC Act, the only condition for the exercise of the power of the Board to make determinations is that the Board considers, on the basis of the collective experience of the Board members voting at the meeting when a determination is made, that it is in the public interest that the Board authorise the special investigation or operation.

SOs focus on gathering intelligence on a particular criminal activity. SIs not only collect intelligence but also disrupt and deter identified criminal groups through collecting evidence of criminal activity that may result in arrests and/or seizures of illegally obtained assets. Our current SOs and SIs cover:

- High Risk and Emerging Drugs
- National Security Impacts from Serious Organised Crime
- Outlaw Motor Cycle Gangs
- Emerging Organised Crime Threats
- Criminal Exploitation of Australia's Migration System
- Cyber-Related Offending
- Firearm Trafficking
- Highest Risk Criminal Targets
- Targeting Criminal Wealth

The 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. It is work that continues to grow as part of our increased focus on serious and organised crime.

Over the next four years, the ACIC will deliver several policy initiatives to reduce crime, including:

- discovering the extent of the use of solvents in the domestic manufacture of methylamphetamine, including ice
- supporting ongoing operation of the APOT Disruption Unit to prioritise and coordinate operational responses to Australia's most serious transnational serious and organised criminals
- identifying patterns and trends enabling the livestreaming of child sexual abuse
- delivering the National Wastewater Drug Monitoring Program.

The performance measures and targets for criminal intelligence delivery from 2020–21 to 2023–24 are shown below.

Number	Performance Indicator	Measured by	Target
1	The ACIC discovers current and evolving criminal threats to Australia	▶ The ACIC's discovery of high-risk criminal targets ▶ Identification of criminals operating at the APOT and RPOT level ▶ Supported by qualitative examples of ACIC discovery of evolving criminal threats to Australia	Four-year average
2	The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies	▶ Number of intelligence products we produce, number of tactical and analytical intelligence products produced ▶ Spread, in percent, of intelligence products produced by priority crime theme ▶ Supported by three qualitative examples of products we have developed for different crime themes	Four-year average
3	The ACIC informs partners of the current and evolving criminal threats to Australia	▶ Number of requests for information the ACIC received ▶ Number of intelligence products disseminated ▶ Number of partners receiving disseminations ▶ Number of products disseminated to ACIC Board agencies, non-Board agencies and international partners	Four-year average
4	ACIC intelligence facilitates a response to criminal activity affecting Australia	▶ Number of disruptions recorded ▶ CACT referrals to partners ▶ Number of Joint Project Proposals initiated ▶ Supported by qualitative examples	Four-year average
5	ACIC intelligence is helping to make Australia more hostile to crime	Case study of an intelligence product we have developed that has resulted in an operational outcome, or legislative, policy or regulatory reform	N/A
6	Stakeholders agree that ACIC intelligence is meaningful and useful	▶ Number of requests for additional disclosures of our intelligence products ▶ 80 per cent of stakeholders agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment ▶ 80 per cent of stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia	Four-year average 80 per cent 80 per cent

NATIONAL POLICING INFORMATION SYSTEMS AND 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 policing information (NPI) 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 provide 24/7 support for NPI systems to satisfy the needs of ACIC stakeholders. This part of our service is central in bringing together essential law enforcement information from around the country and making it accessible to all Australian police and wider law enforcement agencies.

The NPI and intelligence technology services provided are specifically designed to equip police with the information they need to investigate, solve and prevent crimes. We collect, correlate, analyse and disseminate criminal information and intelligence, and also maintain a national database of that information and intelligence. This vital information improves decision-making and contributes to a safer Australia. Services we provide include:

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

Business hubs are the conduit between our partner agencies and staff, and our ACIC systems. They were established to strengthen how the agency engages and delivers its services to internal and external stakeholders, clients and partners. Together with our technology area, the hubs enable us to deliver on our stakeholders' current and future operational and strategic needs. That includes delivering a holistic national solution to providing policing information and intelligence as well as new and enhanced ICT capabilities that are supported by engineering, testing and technology coordination services. Over the next four years we will strengthen the service-led focus of our delivery of policing information systems and services, continue to support the development and delivery of NCIS, and pursue investments in biometrics software and investigation management.

The performance measures and targets for policing information services from 2020–21 to 2023–24 are shown below.

Number	Performance Indicator	Measured by	KPI
7	ACIC information systems are available when required by partner agencies	System availability	Board agreed benchmark
8	ACIC information systems are used by partner agencies	▶ Number of users ▶ Number of searches performed	Four-year average
9	ACIC information systems provide useful information to police partners	Positive data matches	Four-year average
10	ACIC continues to enhance information systems	Case study	N/A
11	Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose.	Stakeholder survey ▶ 90 per cent of stakeholders agree or strongly agree that ACIC national policing information systems were of value to their work ▶ 80 per cent of stakeholders agree or strongly agree that ACIC national policing information systems are reliable ▶ 80 per cent of stakeholders agree or strongly agree that ACIC national policing information systems meet the needs of their organisation	 90 per cent 80 per cent 80 per cent

NATIONAL POLICE CHECKING SERVICE

The primary focus of the NPCS is delivering a community safety benefit. It does this by providing accurate and timely police information that help organisations make informed decisions about the suitability of applicants for a number of reasons including employment, Australian citizenship, appointment to positions of trust and a variety of licensing and registration schemes.

The NPCS administers access to nationally coordinated criminal history checks (checks) for accredited bodies and Australian police agencies. In doing so, disclosable police history information is released based on the category and purpose of a check and in line with the spent convictions legislation and/or information release policies from the relevant Australian state and territory police agency. There were more than 5.6 million checks submitted in 2019–20 and approximately 1.7 million of those were referred to our police partners for assessment resulting in just over 500,000 checks where information was released. In 2019–20 the NPCS raised approximately $100 million in revenue.

The NPCS will continue to undertake a number of activities to support service delivery including:

- assessing the feasibility of the ACIC undertaking matching and vetting functions for the delivery of checks
- looking at ways to create consistency between ACIC accredited bodies and police agencies across identity proofing standards
- providing high quality support to police partner agencies and accredited bodies, and monitoring performance through a compliance and audit program
- providing high quality education and training programs to accredited bodies
- improving data quality and integrity.

The performance measures and targets for NPCS delivery from 2020–21 to 2023–24 are shown below.

Number	Performance Indicator	Measured by	KPI
12	The NPCS is available to conduct checks as requested	System availability	Board agreed benchmarks
13	The ACIC contributes to community safety by delivering timely information to support employment decisions	Time taken to perform checks ▶ Urgent ▶ Non-urgent	Board agreed benchmarks
14	NPCS accredited bodies are fulfilling their obligations to ensure an accurate and reliable service	▶ Number of audits of compliance undertaken by the ACIC on accredited bodies ▶ Number of education sessions provided by the ACIC to accredited bodies	Audit activity occurred

CORPORATE AND PROFESSIONAL SERVICES

Our ability to achieve maximum operational impact and support the agency to deliver on its purpose relies on having appropriate people, governance and technology. We will continue to improve our governance processes to ensure we are effectively managing our operations, finances, people and capabilities. We will also ensure that we meet or exceed all external accountability obligations and that we continue to maintain the confidence of the community and other key stakeholders.

We support the CEO and delivery of our purpose via governance systems that support risk management, appropriate policy and assurance frameworks, and robust committee and engagement structures. We also provide advice, communication support and assistance to the minister, ACIC executive and core stakeholders across government. An important governance process is ensuring that we have program and project assurance for delivery of the agency's strategic investments, and deliver work that shapes policy and strategy for the ACIC.

Our financial management services support us to effectively manage our finances and assets and comply with the requirements of the PGPA Act, as well as delivering internal and external budgeting management and advice, monthly and annual financial statements, financial services and financial policy and procurement advice. We also deliver property projects such as relocations and fitouts and the management of facilities in Canberra.

Our technology services ensure the availability, continuity and security of our critical national law enforcement, intelligence, research and corporate information systems and services. This service is in addition to those described in previous activities. We collaborate with partners to design, drive, champion and deliver innovative technology capabilities. As the preeminent technical authority, the Chief Technology Officer administers the agency's ICT governance, policies, standards and reporting frameworks.

Our professional legal services ensure that management have confidence that they are making informed strategic decisions within an acceptable risk profile. This is supported by ensuring that the ACIC has appropriate staff to meet our priorities through the delivery of human resources, integrity, organisational psychology and people strategy.

Our protective and information technology security functions provide a strategic and operational protective security framework that enables a risk-based approach to security, and assurance that we are operating in accordance with the Australian Government Protective Security Policy Framework (PSPF). We are entrusted with special powers to enable us to effectively work with our partners to combat serious and organised crime in Australia. Security and integrity are critical in the use of these powers and in delivering our required outcome to government, our partners and the public.

The activities to deliver our corporate and professional services support the work we undertake to deliver our purpose. There are no direct measures for delivery of core enabling corporate and professional services. In line with the Department of Finance's guidance the performance measures for this activity are internal to the ACIC and are monitored and reported internally only.

APPENDIX A: REVISIONS TO THE ACIC PERFORMANCE MEASUREMENT FRAMEWORK

To more fully demonstrate that the ACIC is delivering its purpose through delivery of its activities, performance information will no longer be presented under the Discover, Understand, Respond and Connect framework. It will now be aligned to the key activities of the ACIC, as outlined in the ACC Act. These are:

a. Criminal intelligence delivery

b. National policing information systems and services

c. National Police Checking Service.

The revised performance measures are included in the ACIC 2020–21 Portfolio Budget Statement and on pages 18–21 of this corporate plan. They will be reported in the ACIC 2020–21 Annual Report. The measures have been developed to maintain a level of consistency with previously reported metrics to maintain a 'line of sight' to previously reported performance. Performance metrics are reviewed annually to ensure they remain fit for purpose and accurately capture the performance of the ACIC. This allows the ACIC to maintain a level of consistency in performance measures to demonstrate performance over time, while allowing for gradual refinement and changes to performance indicators as required.

A number of metrics included in the ACIC's previous performance measures were required by section 61 of the ACC Act. These measures will be publicly reported through the Chair of the ACIC Board Annual Report.

The table below provides an explanation of the changes to the ACIC's performance measures.

Measured by	Retained	Reason	New measure
DISCOVER (Previous measure)			
Number of examinations	Modified	Coercive powers are only one way the ACIC gathers intelligence. Development and dissemination of tactical and analytical products reflects our use of all intelligence techniques and demonstrates the outcomes of our intelligence gathering. Use of coercive powers is monitored internally	Measure 2: The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies
Number of notices issued			
Number of intelligence products produced from examination material			
Discovery of previously unknown criminals	Modified	Changed focus to report on discovery of high-risk criminal targets; criminals operating at APOT/RPOT level	Measure 1: The ACIC discovers current and evolving criminal threats to Australia
Discovery of known criminals engaged in previously unknown criminality		Changed to focus on the discovery of evolving criminal threats by providing qualitative examples of the ACIC's discovery of evolving criminal threats to Australia	
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 6: Stakeholders agree that ACIC intelligence is meaningful and useful
UNDERSTAND 1 (Previous measure)			
Intelligence products by priority crime theme	Yes reported in ACIC Annual Report		Measure 2: The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies
Number of analytical products			
Number of tactical products			
Qualitative examples of intelligence we have developed and shared			

Measured by	Retained	Reason	New measure
UNDERSTAND 2 (Previous measure)			
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 6: Stakeholders agree that ACIC intelligence is meaningful and useful
Qualitative reporting on our intelligence guiding partners' strategies and responses to crime	Yes reported in ACIC Annual Report		Measure 4: ACIC intelligence facilitates a response to criminal activity affecting Australia
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 6: Stakeholders agree that ACIC intelligence is meaningful and useful
RESPOND 1 (Previous measure)			
Qualitative examples of ACIC informing partners and hardening the environment against crime	Yes reported in ACIC Annual Report		Measure 5: ACIC intelligence is helping to make Australia more hostile to crime
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 6: Stakeholders agree that ACIC intelligence is meaningful and useful
RESPOND 2 (Previous measure)			
Number of disruptions	Yes reported in ACIC Annual Report		Measure 4: ACIC intelligence facilitates a response to criminal activity affecting Australia
Number of apprehensions and convictions	Discontinued for ACIC Annual Report but reported in the Chair of the ACIC Board Annual Report.	These measures do not support reporting on the performance of an intelligence organisation. ACIC will continue to report on disruptions we have achieved.	Reported in the ACIC Chair of the Board Annual Report
Seizures			Reported in the ACIC Chair of the Board Annual Report
Referrals to Criminal Assets Confiscation Taskforce	Yes reported in ACIC Annual Report		Measure 4: ACIC intelligence facilitates a response to criminal activity affecting Australia

Measured by	Retained	Reason	New measure
RESPOND 3 (Previous measure)			
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 6: Stakeholders agree that ACIC intelligence is meaningful and useful
Qualitative examples of services provided Qualitative examples of service enhancements	Yes reported in ACIC Annual Report		Measure 10: ACIC continues to enhance information systems
Number of positive data matches	Yes reported in ACIC Annual Report		Measure 9: ACIC information systems provide useful information to police partners
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 11: Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose
CONNECT 1 (Previous measure)			
System availability in percent	Yes reported in ACIC Annual Report		Measure 7: ACIC information systems are available when required by partner agencies Measure 12: The NPCS is available to conduct checks as requested
Stakeholders for whom checks are performed	Discontinued	The number of stakeholders for who checks are performed is not a reflection of performance. Measure 14 addresses the ACIC's obligations to ensure accredited bodies are fulfilling their obligations.	
Number of system users Number of searches recorded	Yes reported in ACIC Annual Report		Measure 8: ACIC information systems are used by partner agencies

Measured by	Retained	Reason	New measure
CONNECT 1 (Previous measure)			
Number of police history checks submitted	Discontinued	The number of checks submitted provides an indication of the volume of work undertaken however it is not a reflection of performance as it is outside the ACIC's control	
Percent of police history check completed within agreed timeframes	Yes reported in ACIC Annual Report		Measure 13: The ACIC contributes to community safety by delivering timely information to support employment decisions
Stakeholder survey	Yes reported in ACIC Annual Report		Measure 11: Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose
CONNECT 2 (Previous measure)			
Qualitative examples of projects delivered, progressed or planned to enhance systems	Yes reported in ACIC Annual Report		Measure 10: ACIC continues to enhance information systems
Stakeholder Survey	Yes reported in ACIC Annual Report		Measure 11: Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose

Measured by	Retained	Reason	New measure
CONNECT 3 (Previous measure)			
Number of analytical and tactical intelligence products disseminated	Yes reported in ACIC Annual Report		Measure 3: The ACIC informs partners of the current and evolving criminal threats to Australia
Number of alerts disseminated	Discontinued	The ACIC will demonstrate its performance sharing information with partners through measuring numbers of tactical and analytical products disseminated and the number of requests for information completed	
Number of requests for information completed	Yes reported in ACIC Annual Report		Measure 3: The ACIC informs partners of the current and evolving criminal threats to Australia
Number of records held in ACIC systems	Discontinued	The number of records held within ACIC systems is a matter for jurisdictions who own the data. It is not a measure of ACIC performance	
Qualitative examples of the provision of publicly available information	Discontinued	Will be addressed as part of qualitative responses to Measure 2 or Measure 4	

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