AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

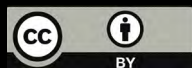# 2021–22

CORPORATE PLAN

Covering reporting period 2021–22 to 2024–25

FOREWORD

This corporate plan outlines how the Australian Criminal Intelligence Commission (ACIC) intends to deliver its purpose over the next 4 years, including our key activities and the measures by which we will be held to account in 2021–22.

The ACIC works with international and domestic partners to disrupt serious and organised crime and keep Australia's community safe. We aim to be the criminal intelligence partner of choice, providing comprehensive policing information to the law enforcement and intelligence agencies that work with us to make Australia hostile to criminal exploitation.

Our corporate plan is the primary planning document in our integrated planning framework. It reflects our functions as set out in the *Australian Crime Commission Act 2002* and the strategic direction and priorities determined by the ACIC Board.

The plan provides details of our capabilities and approach to managing risk, which underpin the successful delivery of our functions. We will continue to develop the core capabilities that enable us to achieve our strategic objectives and purpose: enhancing our tradecraft, growing our partnerships and services, investing in our people and culture, and advancing our professional services and technology.

In addition, the plan describes how we will measure performance in our 3 key areas of activity: criminal intelligence, national policing information systems and services, and the National Police Checking Service.

As the accountable authority of the ACIC, I am pleased to present the ACIC's *Corporate Plan 2021–22* as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan has been prepared for the 2021–22 reporting year and covers the 4-year period from 1 July 2021 to 30 June 2025.

Michael Phelan APM
Chief Executive Officer
Australian Criminal Intelligence Commission

1 July 2021

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SECTION 1: ABOUT US

The Australian Criminal Intelligence Commission (ACIC) is Australia's national criminal intelligence agency, with a presence in every state and territory and two international locations. Our vision is 'An Australia hostile to criminal exploitation'.

Purpose

The purpose of the ACIC is to protect Australia from criminal threats through coordinating a strategic response and collecting, assessing and disseminating intelligence and policing information.

We achieve our purpose in accordance with the *Australian Crime Commission Act 2002*, the *Public Governance, Performance and Accountability Act 2013* and the *Public Service Act 1999*.

Role

We work with our national and international partners to conduct investigations and collect intelligence to combat serious and organised crime, cybercrime and national security threats. We are the conduit for sharing criminal information and intelligence between all state, territory and Commonwealth law enforcement agencies.

To perform our role and achieve our purpose, we:

▶ collect, correlate, analyse and disseminate criminal information and intelligence

▶ maintain a national database of criminal information and intelligence

▶ provide and maintain national information capabilities and services to support policing and law enforcement

▶ develop strategic criminal intelligence assessments and advice on national criminal intelligence priorities

▶ conduct investigations and intelligence operations into federally relevant criminal activity

▶ provide nationally coordinated criminal history checks.

Organisation

The ACIC is a Commonwealth statutory agency, established under the *Australian Crime Commission Act 2002*. The agency operates within the Home Affairs portfolio and is accountable to the Minister for Home Affairs.

Board

The ACIC Board includes heads of Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies.

The role of the board includes:

▶ providing strategic direction and determining agency priorities

▶ determining national criminal intelligence priorities

▶ determining that special ACIC investigations or special ACIC operations, which allow the use of our coercive powers, should occur

▶ making recommendations about charges for national policing information services, including criminal history checks

▶ determining priorities in relation to national policing information systems and services, and providing recommendations to the Minister for investment to improve, maintain and expand these information systems and services.

Structure

The agency is headed by the Chief Executive Officer and structured into two groups as follows:

▶ **Corporate Group** is the ACIC's business and engagement lead for our key national policing information and background checking services. The group also provides important enabling functions to the ACIC, including ICT, financial services, workforce capability and assurance, legal services, strategic engagement and communication.

▶ **Intelligence Group** leverages our unique intelligence collection capabilities to drive intelligence insights and disruption outcomes. This includes examinations and covert collection capabilities, operational strategy and the development of intelligence that delivers operational, policy and regulatory outcomes in response to the threat of serious and organised crime.

Australian Institute of Criminology

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

Strategy

The strategic direction and priorities for the agency are set by the ACIC Board, in line with its functions under section 7C of the *Australian Crime Commission Act 2002*.

In 2021, the board endorsed a statement of our strategic direction for the financial years 2021–22 to 2024–25. The strategic direction identifies our strategic objectives and articulates our enabling capabilities and the guiding principles by which we will achieve our purpose.

The strategic direction is reviewed annually to correspond with the 4-year period of the corporate plan. The corporate plan articulates the activities that we undertake to deliver the strategic direction.

The strategic direction for 2021–25 is shown in Figure 1.1.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

STRATEGIC DIRECTION 2021–25

An Australia hostile to criminal exploitation

PURPOSE

To protect Australia from criminal threats through coordinating a strategic response and collecting, assessing and disseminating intelligence and policing information

OPERATING CONTEXT

PERVASIVE CRIMINAL THREATS

SERVICE DELIVERY

PARTNERSHIPS

COMPLEXITY OF FUNDING SOURCES

STRATEGIC OBJECTIVES

BE THE CRIMINAL INTELLIGENCE PARTNER OF CHOICE

- ▲ Maximise use of our coercive powers and other intelligence collection capabilities to deliver leading insightful intelligence products
- ▲ Maintain strategic focus on priority crime themes while delivering perceptive intelligence assessments into new and emerging issues
- ▲ Leverage our unique role to coordinate the response to the highest priority transnational serious and organised crime threats
- ▲ Drive innovative targeting strategies such as the Australian Priority Organisation Target strategy

PROVIDE COMPREHENSIVE COMMONWEALTH AND POLICING INFORMATION

- ▲ Deliver the National Criminal Intelligence System (NCIS) capability to provide the first truly national and unified picture of criminal activities
- ▲ Ensure that current national policing 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 services to support employment or entitlement decisions
- ▲ Invest in the National Police Checking Service (NPCS) to transform its operations to support future activities
- ▲ Ensure that the NPCS complements commercial services to maximise its value

DELIVER A SUSTAINABLE AGENCY

- ▲ The ACIC is funded to continue to deliver capabilities that meet board-agreed priorities
- ▲ Modernise the Australian Crime Commission Act to ensure that the right powers are available to respond to new and emerging criminal threats
- ▲ Align corporate services to deliver strategic priorities
- ▲ Leverage whole-of-government opportunities to maximise capability

ENABLING CAPABILITIES

TRADECRAFT

- ▲ Coercive powers
- ▲ Intelligence collection
- ▲ Strategic intelligence
- ▲ Develop an elite analyst cohort

SERVICES AND PARTNERSHIPS

- ▲ Business engagement
- ▲ Governance and advisory committees
- ▲ NPI services
- ▲ Background checking

PEOPLE AND CULTURE

- ▲ Leadership
- ▲ Training
- ▲ Collaboration
- ▲ Security and integrity
- ▲ Accountability

TECHNOLOGY AND PROFESSIONAL SERVICES

- ▲ Funding stability
- ▲ Technology
- ▲ Professional services
- ▲ Secure systems

GUIDING PRINCIPLES

DRIVEN BY VALUES OF RESPECT, INTEGRITY AND INNOVATION

ALWAYS IN PARTNERSHIP

ACCURATE, TIMELY AND RELIABLE DATA AND INFORMATION

SUPERIOR TRADECRAFT

HIGHLY TRAINED AND SKILLED STAFF

Strategic planning ensures that our activities and resources support the achievement of our purpose. As shown in Figure 1.2, our strategic planning framework connects our strategic direction and priorities as approved by the ACIC Board, key activities, risk assessment, resource allocation, and performance measurement and monitoring.

Figure 1.2: Strategic planning framework
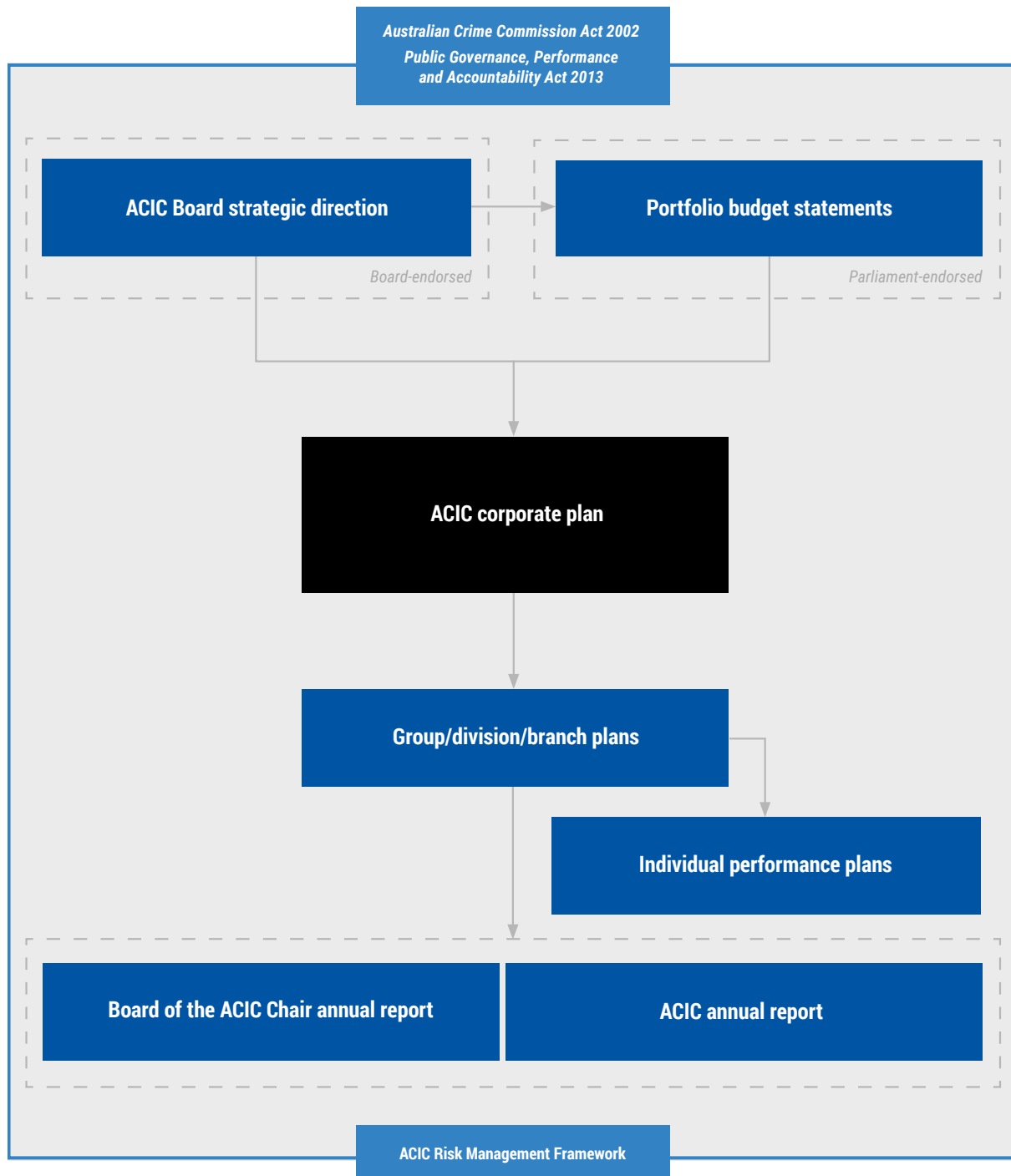
SECTION 2: OPERATING CONTEXT

The key elements that will shape our operating context and affect our operations and management of risk over the period of this corporate plan are:

▶ the criminal environment in which we operate

▶ service delivery across Australian jurisdictions

▶ national and international partnerships

▶ our funding.

Operating context snapshot

Criminal environment

▶ Crime is pervasive, globalised and diversified.

▶ Criminals are using increasingly sophisticated technologies to access victims and counter law enforcement.

Service delivery

▶ Users of our information systems need accessible, high-quality information from multiple sources.

▶ We are building the first comprehensive national criminal intelligence system.

Partnerships

▶ We have key roles in collaboration and information-sharing within the intelligence and law enforcement communities.

▶ We work with police and accredited organisations to deliver the National Police Checking Service.

Funding sources

▶ We operate in a complex funding environment.

▶ We seek opportunities to deliver innovative solutions within funding constraints.

Criminal environment

We operate 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.

The main features of serious and organised crime as it affects Australia are as follows:

► **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.

► **Globalised**—Around 70 per cent of Australia's serious and organised criminal threats are based offshore or have strong offshore links. These transnational serious and organised crime groups dominate the illicit commodities, cybercrime and criminal services markets impacting Australia, often with limited or no direct interaction with Australia-based groups.

► **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.

► **Cyber-savvy**—Advances in technology have offered new opportunities for serious and organised crime, which uses increasingly sophisticated methods to counter law enforcement efforts. Cybercriminal groups can target thousands of Australians simultaneously from anywhere in the world. They enhance their capability through dark web forums and marketplaces in which they share tools, techniques and information.

► **National security threat**—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.

► **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.

The world has been challenged by the COVID-19 pandemic. Just like the rest of the community, those involved in serious and organised crime have been forced to adapt quickly in order 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.

Service delivery

As police and law enforcement agencies 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 agencies and bring together essential law enforcement information from around the country and make it accessible to all Australian police and law enforcement agencies.

Users of ACIC information systems need information from multiple systems and sources to be aggregated, deconflicted, easily searched and readily accessible, including through handheld devices. We are developing the National Criminal Intelligence System (NCIS) to provide law enforcement and intelligence agencies with a comprehensive, unified picture of criminal activity and enable them to work more collaboratively.

We work in a highly sensitive environment—across multiple jurisdictions and a broad range of customers and stakeholders—that makes it challenging to engage external service providers. Ensuring that our systems are secure through accreditation is key to protecting ourselves and our partners.

We also deliver background checking services to keep the Australian community safe. Each Australian state or territory police agency operates under its own legislative requirements and has its own unique approach to the delivery of police checks. This has an impact on the delivery of timely and accurate police information. Achieving national consistency, from the legislative and administrative perspectives, remains a goal for the National Police Checking Service (NPCS).

Partnerships

We cannot achieve our vision and purpose without the support of others. 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, as shown in Figure 2.1.

We aim to be the criminal intelligence partner of choice for all our stakeholders. Effective engagement is critical.

The ACIC has a unique role linking law enforcement and the National Intelligence Community, and our position within the Home Affairs portfolio provides us with opportunities to contribute to sustained and aligned joint agency activity. We connect state and territory police with portfolio and other key Commonwealth agencies, enabling and strengthening national responses to crime.

Our board and governance committees bring together many of the relevant entities to collaborate on operational strategy and share information and intelligence. We also coordinate or participate in a wide range of formal and informal task forces, including multiagency task forces approved by the board, to respond to criminal activity.

We are expanding our international partnerships to target the high number of offshore criminals impacting Australia. We work collaboratively and leverage our relationships with international networks and deploy ACIC officers to countries of strategic importance in our efforts to counteract serious and organised crime impacting Australia.

Figure 2.1: Stakeholders
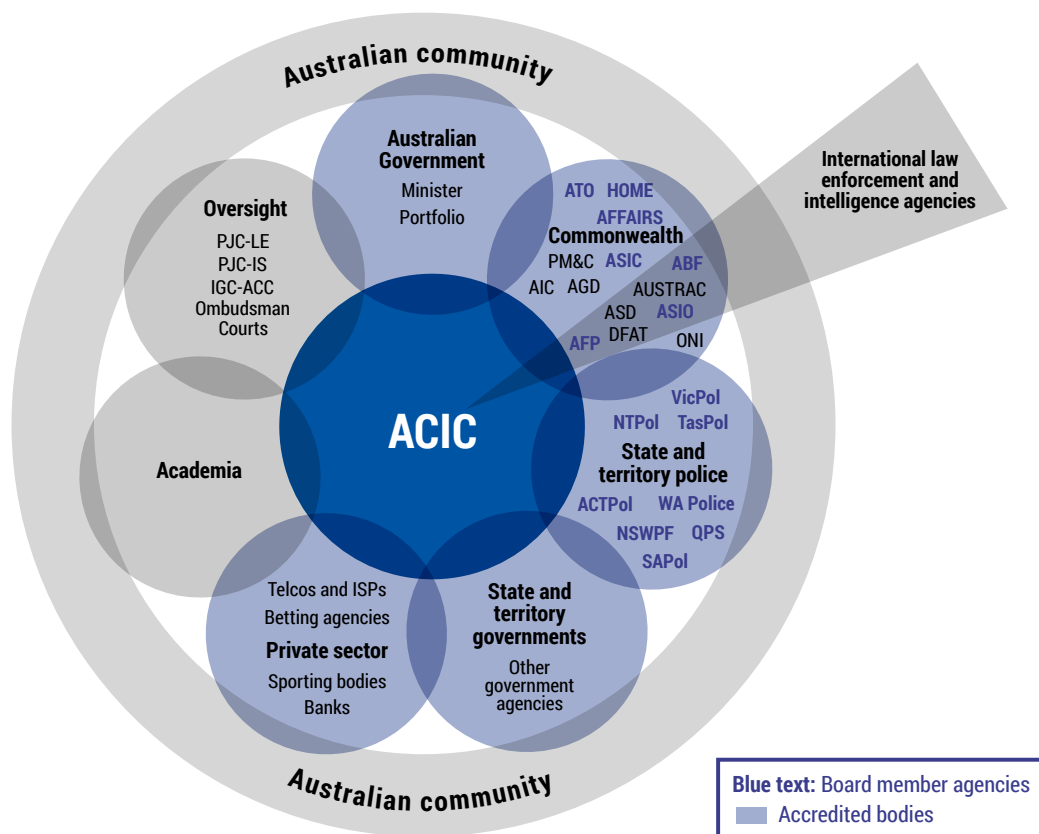
ABF = Australian Border Force, ACTPol = Australian Capital Territory Policing, AFP = Australian Federal Police, AGD = Attorney-General's Department, AIC = Australian Institute of Criminology, ASD = Australian Signals Directorate, ASIC = Australian Securities and Investments Commission, ASIO = Australian Security Intelligence Organisation, ATO = Australian Taxation Office, AUSTRAC = Australian Transaction Reports and Analysis Centre, DFAT = Department of Foreign Affairs and Trade, IGC-ACC = Inter-Governmental Committee on the Australian Crime Commission, ISPs = internet service providers, NSWPF = New South Wales Police Force, NTPol = Northern Territory Police, ONI = Office of National Intelligence, PJC-IS = Parliamentary Joint Committee on Intelligence and Security, PJC-LE = Parliamentary Joint Committee on Law Enforcement, PM&C = Department of the Prime Minister and Cabinet, QPS = Queensland Police Service, SAPol = South Australia Police, TasPol = Tasmania Police, VicPol = Victoria Police, WA Police = Western Australia Police Force

Funding

As a non-corporate Commonwealth entity, the ACIC operates within the Commonwealth resource management framework, in line with the *Public Governance, Performance and Accountability Act 2013*.

The ACIC Board determines the priorities in relation to national criminal intelligence and national policing information systems and services, and is responsible for making recommendations to the Home Affairs Minister about charges for national policing information services. The CEO is the accountable authority for the agency and is responsible for its day-to-day management and administration, including ensuring its financial sustainability.

The ACIC receives funds in two broad categories: appropriations from the Australian Government, and own-source revenue. The ACIC's intelligence capability is primarily funded through annual appropriations, including appropriations for New Policy Proposals.

As is the case for most government agencies, the annual appropriation that the ACIC receives can be subject to efficiency dividends, indexation adjustments (up and down) and targeted savings measures. Some New Policy Proposal funds may not be ongoing, so the continuity of a capability may be subject to future government consideration.

In addition, the ACIC is entitled to bid for non-ongoing funding under the Proceeds of Crime Account program. The ACIC also receives funds (usually non-ongoing) from other government entities, to deliver specific services and outcomes. Such funds are managed via memorandums of understanding.

The vast majority of the ACIC's own-source revenue is generated by the the NPCS and paid into the National Policing Information Systems and Services Special Account (NPISSSA). The NPISSSA funds the development, delivery and operation of national policing information capability, including the NPCS and systems and services such as the National Police Reference System and our national fingerprint and DNA databases. The *Australian Crime Commission Act 2002* provides instructions on the management of funds under the NPISSSA.

The utilisation of the NPCS is heavily dependent on the employment rate of the economy, which is outside the agency's control. The amount of revenue collected from the NPCS can grow or decline significantly, which can be challenging to manage from a budget perspective.

The ACIC seeks opportunities to deliver innovative solutions to address serious and organised crime impacting Australia within our constrained funding arrangements. This may include leveraging efficiencies through portfolio-wide approaches, such as shared delivery of administrative services. For example, the ACIC has accessed fleet services provided by the Australian Federal Police and subleasing arrangements for surplus property.

Risk oversight and management systems

Managing risk is a core capability required to achieve the ACIC's objectives as part of the National Intelligence Community. In 2020–21, we revised our risk management framework to better support our operations in a complex operating environment.

Risk management is incorporated into all facets of the ACIC's decision-making, including the appropriate escalation of risks from various domains across the agency. This was reflected in the 2021 Comcover Risk Management Benchmarking Survey, which ranked the ACIC's maturity level as `embedded' (level 4 on a 5-level scale). This compares favourably with the combined average maturity rankings of the 156 surveyed entities and our peer group, which were each assessed as `defined' (level 3).

Framework

Our Risk Management Policy and Procedures communicate the ACIC's approach to risk management. They guide our risk culture by clearly articulating desired behaviours, the agency's risk appetite and relevant accountabilities.

They also 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 in our exposure to current identified risks.

As shown in Figure 2.2, the ACIC risk domains comprise intelligence operations and capability; governance; safety and security; people; delivery; and technology.

Across these domains, our top five sources of current risk are:

▶ service and/or program delivery and quality

▶ protective security, including physical, cyber and information security

▶ workplace capability and culture

▶ regulatory and/or legal change or heightened scrutiny

▶ funding uncertainty.

Figure 2.2: Risk domains

ENTERPRISE RISKS

STRATEGIC RISKS
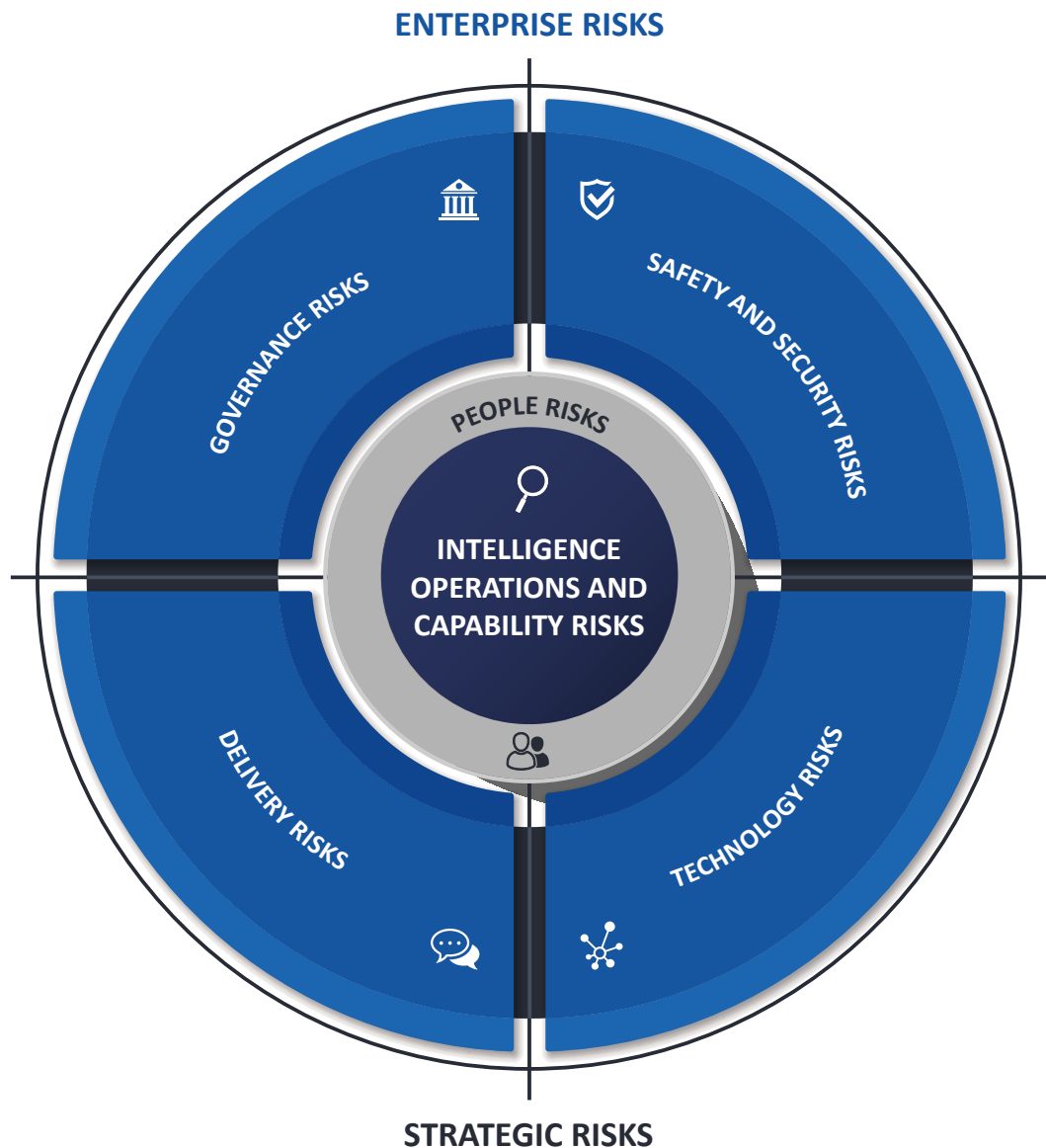
Our framework not only facilitates our compliance with the Commonwealth Risk Management Policy and the *Public Governance, Performance and Accountability Act 2013*, but also focuses on explicit behaviours that we seek to recognise in order to enhance the risk culture of our agency. This cultural focus is an important contributor to the ACIC's further integration into the National Intelligence Community.

Responsibilities

Our CEO has overall responsibility for risk management in the agency. The CEO is supported by the Chief Risk Officer and members of the ACIC Executive who have defined accountabilities for specific risk domains. The independent Audit Committee has responsibilities to review and provide advice as to the appropriateness of our risk management framework.

As we continually improve our risk management capability, our governance structures are also being refreshed. A dedicated risk committee is now included within our Intelligence Operations Division. This forum will strengthen our overall risk governance and support the Audit Committee, the Corporate Committee and the Project Governance Committee in providing effective oversight of the management of the ACIC's risks.

Our Risk Team is responsible for maintaining a fit-for-purpose risk management framework and regularly reporting on its continuous improvement. The team also facilitates assessment of enterprise risks and the effectiveness of the control frameworks upon which the management of those risks relies.

Our Enterprise Risk Management Action Tracker system supports the oversight of improvement actions and reporting through our Enterprise Risk Program Key Performance Indicator Dashboard.

In addition, our internal audit function provides independent assurance on the effectiveness of the agency's risk and internal control framework.

SECTION 3: CAPABILITY

Ongoing development of the ACIC's capability ensures that we can continue to achieve and deliver on our purpose. We have planned improvements to our capability in response to the challenges and risks that arise from our operating context, and the opportunities that we have identified through engagement with our partners.

Tradecraft

We use sophisticated approaches that enhance our ability to respond effectively to the scale of the criminal threat and stay ahead of the changes in an ever-evolving criminal environment. 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.

Our coercive powers and human and technical intelligence capabilities underpin our ability to achieve our vision of making Australia hostile to serious and organised crime through delivering disruption outcomes and high-quality strategic intelligence insights. We are optimising the use of our unique and effective coercive powers and our capacity to conduct intelligence operations against highly resilient transnational serious and organised crime threats to increase our intelligence outputs to drive more disruptions, seizures and arrests by partners.

We are developing leading intelligence practitioners, supported by high-quality intelligence training and tradecraft development which ensures that our staff have the knowledge and skills required to excel in their roles.

We work closely with our partner agencies in the delivery of a range of criminal intelligence training programs. We deliver best practice training, aligned to nationally consistent practice standards, and support ongoing workplace learning and the development of our emerging leaders.

Over the next 4 years, we will continue our investment in tradecraft by:

▶ refining our intelligence-gathering techniques to ensure that we continue to generate perceptive intelligence assessments on new and emerging issues

▶ evolving our training to ensure that we remain contemporary and adapt to the requirements of the environment

▶ applying new techniques in the area of data analytics to solve specific problems that have direct application to the work of the ACIC and its partners

▶ further developing our tradecraft adviser cohort to contribute to operational strategy and support the delivery of operational outcomes

▶ leveraging our international intelligence capability and improving collaboration to support disruption of transnational crime, including short-term and long-term deployments to international partner agencies and joint operations with overseas partners.

Partnerships and services

Partnerships and services are critical to help us achieve our purpose and strategic objectives.

The ACIC Board includes heads of Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies. As well as providing strategic direction to the agency, the board provides a significant platform to drive the collegial approach necessary to make Australia capable of responding to serious and organised crime.

We leverage our unique role to strengthen links across government, law enforcement, national intelligence, industry and academia, creating opportunities 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 and organised crime, 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 daily basis. This includes providing associated technical support and assurance on systems integrity and data quality. These information services enable our partners to better combat current and evolving 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 devise solutions to meet those needs, 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 engages with stakeholders and delivers services.

We invest in building capability to enable us to continue to connect partners across Australia and be responsive to stakeholder needs. The delivery of NCIS will make a critical contribution to that capability. 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 national and international partners in law enforcement to improve their ability to work together across jurisdictions and agencies

▶ **A big data platform**—extended data holdings and processing power to facilitate 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.

Over the next 4 years, we will invest in our partnerships and services by:

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

▶ delivering NCIS core capability during 2021–22, and progressively developing additional capability

▶ engaging with stakeholders to progress the delivery of National Automated Fingerprint Identification System NextGen

▶ developing a 10-year roadmap for our national policing information systems

▶ investing in NPCS service delivery, prioritising investment in critical updates and enhancements to the NPCS Support System

▶ improving the integration and efficiency of ACIC business hubs and service lines

▶ engaging and collaborating with the National Intelligence Community and law enforcement (domestically and internationally) to strengthen relationships and partnerships to respond to serious and organised crime.

People and culture

At the ACIC we empower our people to collaborate and create high-value intelligence and policing services for our stakeholders. Having a skilled and committed workforce is essential to achieving 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, models 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. We engage with each other and our stakeholders ethically and with integrity and respect. We recruit and develop an agile and high-performing workforce, enhancing our capability 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 standards of integrity and accountability. We maintain robust, adaptive assurance control systems and frameworks to assist in meeting our integrity and external oversight obligations. We will continue to focus on improvements in this space, noting potential for oversight of the ACIC to change as a result of legislative reform.

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

Over the next 4 years, we will invest in our people and culture through:

▶ **Leadership**—expanding the high-performing leadership cohort to drive participation, unify agency culture and be accountable

▶ **Talent management**—commissioning workforce strategies to attract, recruit, retain, support and educate a highly skilled workforce that meets our capability framework requirements

▶ **Risk management**—supporting the application of a mature assurance model to engage risk, mitigate threats and facilitate efficient onboarding processes

▶ **IT security and information management**—partnering with agency stakeholders to protect and manage our information and ICT systems

▶ **Wellbeing**—proactively engaging with staff to promote wellness and resilience and reduce health and safety risks in the workplace

▶ **Integrity**—further strengthening and maturing our approach to organisational integrity and compliance.

Professional services and technology

Underpinning the delivery of all of our activities are core enabling capabilities, including corporate governance, financial management and legal services, and technology. We will continue to improve our governance processes to ensure that we are effectively managing our operations, finances, people and capabilities. We will also ensure that we meet external accountability obligations and that we continue to maintain the confidence of the community and other key stakeholders.

We support the CEO and the 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, the 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 *Public Governance, Performance and Accountability Act 2013*. Corporate governance processes are in place to ensure that we have program and project assurance for the delivery of the agency's strategic investments and deliver work that shapes policy and strategy for the ACIC.

Our professional legal services ensure that managers have confidence that they are making informed strategic decisions within an acceptable risk profile.

Having modern and effective ICT systems is crucial to the delivery of the ACIC's services to internal and external stakeholders. Our technology services ensure the availability, continuity and security of our critical national law enforcement, intelligence, research and corporate information systems and services. We collaborate with partners and industry to design, source and deliver innovative technology capabilities.

Our protective IT security functions provide a strategic and operational 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.

Over the next 4 years, we will invest in our enabling capabilities by:

▶ participating in the Home Affairs portfolio's Common Administrative Services Technology Program

▶ building our internal ICT infrastructure support capability

▶ commencing a significant technical upgrade to the systems supporting intelligence and operational activities

▶ upgrading the capability to manage access to national policing information systems

▶ aggregating our information and intelligence systems to provide a comprehensive view of crime

▶ consolidating ACIC internet gateway services with a Home Affairs portfolio shared service.

SECTION 4: KEY ACTIVITIES AND PERFORMANCE

The key activities through which we will achieve our purpose over the period of this corporate plan fall into 3 broad categories:

▶ criminal intelligence delivery

▶ national policing information systems and services

▶ the NPCS.

This section sets out the performance measures and targets for each key activity, including quantitative and qualitative measures and targets against stakeholder survey results. More information on the performance measures is provided in Appendix A.

Our performance framework assesses how well we have delivered on our purpose and key activities. It supports transparency and accountability to the Australian Parliament through the delivery of our annual report and allows ACIC staff and partners to understand the impact of the work that they are doing.

The corporate plan and portfolio budget statements detail performance measures for 4 financial years and are reviewed annually. The ACIC reports on, and provides analysis of performance results for the financial year against each measure in the annual performance statement.

Our delivery of the key activities is enabled by corporate governance, financial management, people management, legal and technology services, as discussed in detail in Section 3. The ACIC does not publish performance measures for the delivery of enabling services. In line with the Department of Finance's guidance, this performance is monitored and reported internally.
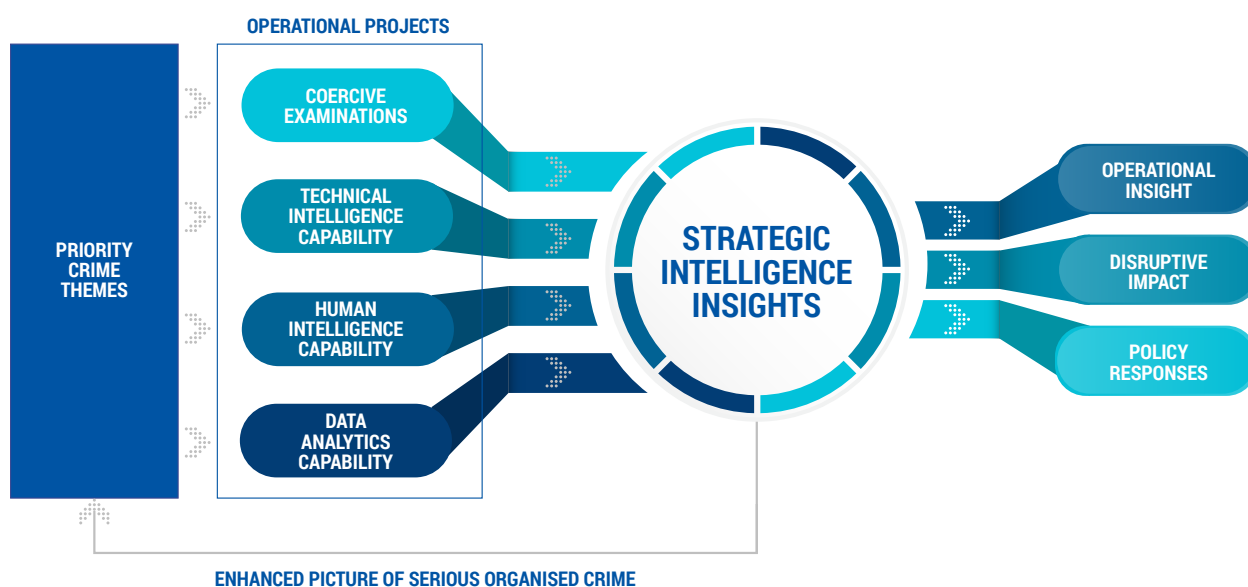
Criminal intelligence delivery

Our work to deliver intelligence on serious and organised crime threats to Australia forms part of all our activities, and contributes to our purpose by:

▶ making Australia hostile to serious and organised crime through delivering disruption outcomes and intelligence insights

▶ providing timely and targeted intelligence products to inform government and industry and fill strategic information gaps

▶ supporting broader law enforcement operations.

Our unique role in bringing together law enforcement and the National Intelligence Community underpins our success in building operational strategy, synergising effort and leading intelligence initiatives.

As shown in Figure 4.1, our criminal intelligence delivery is based on 4 pillars of core collection capability: coercive examinations, technical intelligence capability, human intelligence capability and data analytics capability. These capability pillars are used to derive strategic intelligence insights, inform disruption strategies, generate operational insights and identify policy, legislative and regulatory responses that harden the environment against criminal exploitation.

Figure 4.1: Criminal intelligence operating model

The ACIC Board determines the National Criminal Intelligence Priorities, which direct our work and influence the work of our partners. We provide advice on the priorities, and use them to establish nationally and internationally focused intelligence collection and analysis initiatives.

Our current priority crime themes cover:

▶ cybercrime

▶ financial crime

▶ gangs

▶ highest risk serious and organised crime

▶ illicit drugs

▶ illicit firearms

▶ other criminal threats to Australia.

The Board also authorises, by determination, special ACIC operations and special ACIC investigations to occur. Special ACIC operations focus on gathering intelligence on a particular criminal activity. Special ACIC investigations not only collect intelligence but also help to disrupt and deter identified criminal groups by collecting evidence of criminal activity that may result in arrests and/or seizures of illegally obtained assets.

The ACIC is empowered to coercively examine key persons of interest under oath and compel the production of documents, things or data connected with a special ACIC operation or a special ACIC investigation. The coercive powers include the ability to direct a person summonsed to an examination to provide access to their devices, as well as allowing the ACIC to collect and analyse bulk data holdings from certain persons or entities.

The Australian Priority Organisation Target strategy is an ACIC-led initiative focused on identification, assessment, designation and coordination of operational responses against the 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 the local, regional and global contexts.

Over the next 4 years, the ACIC will invest in a number of initiatives to reduce significant and organised crime, including:

▶ supporting reforms to Australia's electronic surveillance laws

▶ modernising the ACIC's unique examinations capability

▶ enhancing the ACIC's covert capabilities

▶ supporting ongoing operation of the Australian Priority Organisation Target Disruption Unit to prioritise and coordinate operational responses to Australia's most significant transnational serious and organised criminals

▶ delivering the National Wastewater Drug Monitoring Program.

The performance measures for criminal intelligence delivery are shown in Table 4.2.

Table 4.2: Criminal intelligence delivery performance measures from 2021–22 to 2024–25

Performance criterion	Measure	Target
1 The ACIC discovers and targets current and evolving criminal threats to Australia.	▶ Number of high-risk criminal targets identified	≥ Four-year average
	▶ Qualitative examples of ACIC discovery of evolving criminal threats to Australia	≥ 1
2 The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies.	▶ Number of intelligence products produced	≥ Four-year average
	▶ Number of intelligence products derived from examination material	
	▶ Percentage of intelligence products produced by priority crime theme	
	▶ Qualitative examples of products developed for different crime themes	≥ 3
3 The ACIC informs partners of the current and evolving criminal threats to Australia.	▶ Number of requests for information the ACIC received	≥ Four-year average
	▶ Number of intelligence products disseminated	
	▶ Number of partners receiving disseminations	
	▶ Number of products disseminated to ACIC Board agencies, non-board agencies and international partners	
4 ACIC intelligence facilitates a response to criminal activity affecting Australia.	▶ Number of disruptions recorded	≥ Four-year average
	▶ Financial referrals to the Criminal Assets Confiscation Taskforce and other partners	
	▶ Number of Joint Project Proposals initiated	
	▶ Qualitative examples of response to criminal activity affecting Australia	≥ 1
5 ACIC intelligence is helping to make Australia more hostile to crime.	▶ Case study of an intelligence product developed that has resulted in an operational outcome or legislative, policy or regulatory reform	≥ 1
6 Stakeholders agree that ACIC intelligence is meaningful and useful.	▶ Number of requests for additional disseminations of our intelligence products	≥ Four-year average
	▶ Stakeholders agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment	80 per cent of stakeholder survey respondents
	▶ Stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia	

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 the Australian community. We provide national policing information and intelligence services to more than 76,000 police officers and other accredited users on a daily basis to keep them, and the community, safe.

The systems and services we provide are 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 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** that enable police agencies to rapidly access and share essential policing information with each other in relation to persons of interest, vehicles and firearms and ballistics. This can assist them to undertake a broad range of community policing and criminal investigations.

▶ **Biometric and forensic systems** that 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** that assist police with finding information on domestic violence orders, managing child sex offenders and identifying child exploitation images.

▶ **Criminal intelligence systems** that facilitate dissemination and sharing of criminal intelligence, including databases of intelligence holdings that can be accessed and analysed by approved users. NCIS core capability will be delivered in 2021–22 and will become a central means by which information is shared.

Together with our technology area, our business hubs work with our partners and customers to deliver on our stakeholders' current and future operational and strategic needs.

Our business systems delivery teams provide 24/7 support for national policing information systems to satisfy the needs of ACIC stakeholders. We engage with industry and partners to design, source and deliver new and enhanced ACIC ICT capabilities that satisfy the needs of the ACIC and partner agencies and are supported by engineering, testing and technology coordination services.

We will continue to 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 for policing information systems and services are shown in Table 4.3.

Table 4.3: National policing information systems and services performance measures from 2021–22 to 2024–25

Performance criterion	Measure	Target
7 ACIC information systems are available when required by partner agencies.	▶ System availability	Board-agreed benchmarks
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 The ACIC continues to enhance information systems.	▶ Case study on information system enhancements	≥ 1
11 Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose.	▶ Stakeholders agree or strongly agree that ACIC national policing information systems are of value to their work	90 per cent of stakeholder survey respondents
	▶ Stakeholders agree or strongly agree that ACIC national policing information systems are reliable	80 per cent of stakeholder survey respondents
	▶ Stakeholders agree or strongly agree that ACIC national policing information systems meet the needs of their organisation	

National Police Checking Service

The NPCS delivers community safety benefits by providing accurate and timely policing information that helps organisations to make informed decisions about the suitability of applicants, including applicants for 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 for accredited bodies and Australian police agencies. 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 of the relevant Australian state or territory police agency.

In 2019–20, more than 5.6 million checks were submitted, approximately 1.7 million checks were referred to our police partners for assessment, and information was released for just over 500,000 checks. The NPCS raised approximately $100 million in revenue.

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

▶ identifying vulnerabilities in the service that enable fraud, and assessing the feasibility and costs associated with implementing mitigations such as secure certificates

▶ providing high-quality support to police partner agencies and working with them to align their identity-proofing standards to those of the ACIC-accredited bodies

▶ providing targeted advice and guidance to accredited bodies and monitoring their performance through a compliance and audit program

▶ implementing system enhancements to streamline service delivery and improve data quality and integrity.

The performance measures for NPCS delivery are shown in Table 4.4.

Table 4.4: National Police Checking Services performance measures from 2021−22 to 2024−25

Performance criterion	Measure	Target
12 The National Police Checking Service 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 urgent checks ▶ Time taken to perform non-urgent checks	Board-agreed benchmarks
14 National Police Checking Service 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	Audit activity occurred

APPENDIX A: PERFORMANCE MEASUREMENT

This appendix provides details of the measurement methodology for each of the 14 criteria in the ACIC's performance framework for 2021–22.

Criminal intelligence delivery

1	The ACIC discovers and targets current and evolving criminal threats to Australia.		
Measure	**Definition**	**Method**	**Rationale**
▶ Number of high-risk criminal targets identified	High-risk criminal targets (APOTs and RPOTs) and transnational serious and organised crime networks are identified.	The number of identified criminals operating at the APOT and RPOT level is tracked monthly by spreadsheet.	We make Australia hostile to criminal exploitation by targeting the most significant serious and organised crime risks facing Australia.
▶ Qualitative examples of ACIC discovery of evolving criminal threats to Australia	Qualitative examples of the ACIC's activities discovering emerging criminal threats to Australia posed by transnational serious and organised crime networks.	Qualitative examples are provided by operational areas quarterly for internal tracking. A subset of the examples, which have ceased to be operationally sensitive or classified, are included in public reporting.	Qualitative examples demonstrate how the ACIC targets serious and organised crime to make Australia hostile to criminal exploitation.

APOT = Australian Priority Organisation Target, RPOT = Regional Priority Organisation Target

2	**The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies.**		
Measure	*Definition*	*Method*	*Rationale*
▶ Number of intelligence products produced	Intelligence products result from the collection, collation, evaluation, analysis, integration and interpretation of information. These products are disseminated to partners and stakeholder agencies. This measure captures only the number of unique intelligence products disseminated.	Data on the number of products produced and disseminated is extracted from the ACIC's database.	Dissemination of intelligence information is critical to delivering the ACIC's purpose and informing partners and stakeholder agencies.
▶ Number of intelligence products derived from examination material	Examinations are a unique ACIC capability that generates information that can be turned into intelligence products and provided to partners and stakeholder agencies. This measure captures the number of intelligence products produced from the examination process.	Data on the number of products produced using examination material is extracted from the ACIC's database. The data includes only products that are disseminated.	The output of an examination is the development and dissemination of intelligence insights. The number of intelligence products derived from examination material demonstrates how our unique powers directly relate to our ability to provide partners and stakeholder agencies with relevant and actionable intelligence.
▶ Percentage of intelligence products produced by priority crime theme	Priority crime themes are set by the ACIC Board. All intelligence products are assigned to priority crime themes. Some products relate to multiple priority crime themes, and the total figure may be higher than the overall number of unique intelligence products.	Data on the number of products produced and disseminated is extracted from the ACIC's database and sorted by priority crime theme.	The ACIC's intelligence work is directed toward the board-agreed priority crime themes which reflect the most significant serious and organised crime threats Australia faces.
▶ Qualitative examples of products developed for different crime themes	Qualitative examples of products by priority crime theme.	Qualitative examples are provided by intelligence areas quarterly for internal tracking. A subset of the examples, which have ceased to be operationally sensitive or classified, are included in public reporting.	Qualitative examples illustrate how intelligence products better inform our partners and stakeholder agencies.

3 The ACIC informs partners of the current and evolving criminal threats to Australia.

Measure	Definition	Method	Rationale
▶ Number of requests for information the ACIC received	A request for information is any formal request that the ACIC receives for information on the Australian Gangs Intelligence Coordination Centre, intelligence products and/or firearms, excluding trace requests. Each request is considered and the ACIC's ability to respond is determined. Only requests that are finalised are counted.	Data is extracted from the ACIC's database.	The number of requests for information that the ACIC receives demonstrates the demand for our intelligence and its usefulness to our partners.
▶ Number of intelligence products disseminated	The number of ACIC intelligence products that were disseminated to partners and stakeholder agencies. The number of products disseminated includes additional disseminations. Additional disseminations refer to requests received for dissemination of a product from partners who were not on the original dissemination list.	Data is extracted from the ACIC's database.	Dissemination of intelligence products is the mechanism by which the ACIC shares intelligence with partners.
▶ Number of partners receiving disseminations	The number of partner or stakeholder agencies that received an intelligence product from the ACIC.	Data is extracted from the ACIC's database.	This demonstrates that the ACIC is sharing information with key stakeholders.
▶ Number of products disseminated to ACIC Board agencies, non-board agencies and international partners	The number of ACIC intelligence products that were disseminated to ACIC Board agencies, non-board agencies and international partners.	Data is extracted from the ACIC's database.	ACIC intelligence products inform ACIC Board agencies, non-board agencies and international partners of current and evolving threats to Australia.

4 ACIC intelligence facilitates a response to criminal activity affecting Australia.			
Measure	*Definition*	*Method*	*Rationale*
▶ Number of disruptions recorded	A disruption is the interruption, reduction or cessation of activities by a serious and organised criminal entity posing a threat to Australia. Only severe or significant disruptions to which the ACIC made a material (i.e. significant or important) contribution are recorded. Severe disruptions result in the complete disruption or dismantling of a criminal entity and the cessation of its serious and/or organised crime activities. Significant disruptions have a significant impact, but not the complete disruption or dismantling of a crime organisation.	Data is extracted from the ACIC's database.	Recording the number of disruptions the ACIC was involved in enables us to measure our ability to make Australia hostile to criminal exploitation.
▶ Financial referrals to the CACT and other partners	The number of matters that the ACIC refers to the CACT for audit/ investigation prior to potential confiscation proceedings. The CACT is led by the Australian Federal Police and involves the ACIC and the ATO as key participating agencies.	Details of financial referrals are extracted from the ATO's financial investigation referrals tracker.	Referrals to the CACT demonstrate the contribution that the ACIC is making to targeting serious financial crime impacting Australia.
▶ Number of JPPs initiated	A JPP is a proposed joint project between the ACIC and a partner or partners that arises as a result of ACIC intelligence.	Data is extracted from an internal tracking spreadsheet.	JPPs show that the ACIC works with partners to respond to criminal activity, generate intelligence insights and coordinate a strategic response to criminal threats.
▶ Qualitative examples of response to criminal activity affecting Australia	Qualitative examples of a response to criminal activity affecting Australia.	Qualitative examples are provided by operational areas quarterly for internal tracking. A subset of the examples, which have ceased to be operationally sensitive or classified, are included in public reporting.	Case studies illustrate the ACIC's response to criminal activity affecting Australia.

ATO = Australian Taxation Office, CACT = Criminal Assets Confiscation Taskforce, JPP = Joint Project Proposal

5	ACIC intelligence is helping to make Australia more hostile to crime.		
Measure	**Definition**	**Method**	**Rationale**
▶ Case study of an intelligence product developed that has resulted in an operational outcome or legislative, policy or regulatory reform	A case study of an intelligence product that had an operational outcome or led to legislative, policy or regulatory reform.	Case studies are provided by intelligence areas quarterly for internal tracking. A subset of the examples, which have ceased to be operationally sensitive or classified, are included in public reporting.	Case studies illustrate how the ACIC is helping to make Australia more hostile to crime.

6	Stakeholders agree that ACIC intelligence is meaningful and useful.		
Measure	**Definition**	**Method**	**Rationale**
▶ Number of requests for additional disseminations of our intelligence products	The number of requests received for dissemination of a product from partners who were not on the original dissemination list.	Data is extracted from the ACIC's database.	Reporting on the demand for previously disseminated ACIC intelligence products from new partners and stakeholder agencies demonstrates the value of our intelligence products.
▶ Stakeholders agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment ▶ Stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia	Stakeholders provide feedback on the value of ACIC intelligence products.	Feedback is gathered through our annual stakeholder survey.	Surveying our stakeholders provides a formal method of gaining feedback on the usefulness of intelligence products.

National policing information systems and services

7	ACIC information systems are available when required by partner agencies.		
Measure	**Definition**	**Method**	**Rationale**
▶ System availability	The national availability of key national policing information systems as a percentage of time (excluding scheduled outages), based on board-agreed benchmarks where available.	Data is captured through our IT ticketing system.	Measuring availability demonstrates that ACIC systems are available for police partners to use when they are required and that the ACIC is delivering this service in line with board priorities.

8 ACIC information systems are used by partner agencies.

Measure	Definition	Method	Rationale
▶ Number of users ▶ Number of searches performed	These measures reflect the total numbers of unique users and searches performed on an information system within the reporting period, benchmarked to the four-year average.	Data is captured through reports from each system, monitored through an internal dashboard.	The numbers of users and searches of ACIC systems indicate that those systems are used by partner agencies.

9 ACIC information systems provide useful information to police partners.

Measure	Definition	Method	Rationale
▶ Positive data matches	The number of positive data matches reflects the number of times a search resulted in a match, across systems for which this information is available. Results are benchmarked to the four-year average.	Data is captured through reports from each system, monitored through an internal dashboard.	Positive data matches indicate that the systems provide useful services to partners.

10 The ACIC continues to enhance information systems.

Measure	Definition	Method	Rationale
▶ Case study on information system enhancements	Case study on the enhancement of an information system.	A case study is selected early in the reporting period for inclusion in the annual report. Content is provided by relevant technical areas.	Case studies illustrate how the ACIC is enhancing its information systems.

11 Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose.

Measure	Definition	Method	Rationale
▶ Stakeholders agree or strongly agree that ACIC national policing information systems are of value to their work ▶ Stakeholders agree or strongly agree that ACIC national policing information systems are reliable ▶ Stakeholders agree or strongly agree that ACIC national policing information systems meet the needs of their organisation	Stakeholders provide feedback on whether ACIC systems are reliable and meet the needs of users.	Feedback is gathered through our annual stakeholder survey.	Surveying our stakeholders provides a formal method of gaining feedback on the ACIC's national policing information systems.

National Police Checking Service

12	The National Police Checking Service is available to conduct checks as requested.		
Measure	**Definition**	**Method**	**Rationale**
▶ System availability	National availability of the National Police Checking Service Support System as a percentage of time (excluding scheduled outages), based on the board-agreed benchmark.	Data is captured through our IT ticketing system.	Measuring availability demonstrates that the service is available to conduct checks as required and that the ACIC is delivering the service in line with board priorities.

13	The ACIC contributes to community safety by delivering timely information to support employment decisions.		
Measure	**Definition**	**Method**	**Rationale**
▶ Time taken to perform urgent checks ▶ Time taken to perform non-urgent checks	These measures reflect the timeliness for checks that are referred to police partners for processing. Timeliness is measured against the board-agreed benchmarks. The targets are: ▶ five business days for urgent requests ▶ 10 business days for non-urgent requests.	Data is captured through reports from the National Police Checking Service Support System, monitored through an internal dashboard.	Measuring the timeliness of information to support employment decisions contributes to community safety and ensures that our processes are efficient and reliable.

14	National Police Checking Service accredited bodies are fulfilling their obligations to ensure an accurate and reliable service.		
Measure	**Definition**	**Method**	**Rationale**
▶ Number of audits of compliance undertaken by the ACIC on accredited bodies	An accredited body is an Australian organisation or business that has been assessed and approved by the ACIC to have access to the service to request nationally coordinated criminal history checks on behalf of individuals. ACIC-accredited bodies are entrusted with access to the National Police Checking Service Support System in order to submit applications and retrieve check results for consenting applicants. Compliance audits ensure that accredited bodies are abiding by their legal obligations.	Information on audit activity and the number of audits is provided by the National Police Checking Service.	By measuring the number of audits of compliance undertaken on accredited bodies the ACIC can ensure that the service is abiding by relevant Commonwealth, state and territory legislation.