



AUSTRALIAN  
**CRIMINAL  
INTELLIGENCE  
COMMISSION**

# ***CORPORATE*** ***PLAN***

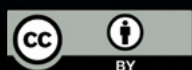


# **2022–23**

Covering reporting period 2022–23 to 2025–26



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The document must be attributed as the Australian Criminal Intelligence Commission Corporate Plan 2022–23.

ISSN: 2652-5844 (online)

## 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 2022–23.

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 trusted source of criminal intelligence, providing comprehensive 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. By growing our partnerships, developing our national information systems, enhancing our tradecraft, advancing our background checking services and investing in our professional services, we will continue to develop the core capabilities that enable us to achieve our strategic objectives and purpose.

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

Our compliance and audit activities related to National Police Checking Service accredited bodies bring the ACIC under the framework of the Australian Government's 2021 *Regulator Performance Guide*. Our regulatory approach is also described in this plan.

As the accountable authority of the ACIC, I am pleased to present the ACIC's *Corporate Plan 2022–23* as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. This plan has been prepared for the 2022–23 reporting year and covers the 4-year period from 1 July 2022 to 30 June 2026.



**Michael Phelan APM**  
Chief Executive Officer  
Australian Criminal Intelligence Commission  
14 July 2022



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## SECTION 1: ABOUT US

The Australian Criminal Intelligence Commission (ACIC) is Australia's national criminal intelligence agency, with a permanent presence in each state and territory and 3 offshore 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.

Our purpose is aligned with the objectives and undertakings set out for the ACIC in a Statement of Expectations by the minister responsible for the agency and a corresponding Statement of Intent by our Chief Executive Officer (CEO).

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

### Role

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

To perform our role and achieve our purpose, we:

- ▶ collect, correlate, analyse and disseminate criminal intelligence and information
- ▶ maintain a national criminal intelligence database
- ▶ develop strategic criminal intelligence assessments and advice on national criminal intelligence priorities
- ▶ conduct investigations and intelligence operations into federally relevant criminal activity
- ▶ provide and maintain systems that allow information sharing for policing and law enforcement agencies
- ▶ provide nationally coordinated criminal history checks.

### Organisation

The ACIC is a Commonwealth statutory agency, established under the ACC Act. The agency operates within the Attorney-General's portfolio and is accountable to the Attorney-General.

### Board

The ACIC Board includes heads of federal, state and territory law enforcement agencies 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
- ▶ authorising, by determination, special ACIC investigations and special ACIC operations, which allow the use of our coercive powers, to 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 Attorney-General for investment to improve, maintain and expand these information systems and services.

## Structure

The agency is headed by the CEO and structured into 2 groups as follows:

- ▶ **Corporate Group**—This group leads the ACIC’s delivery of national policing information and background checking services. It also provides enabling functions to the ACIC, including ICT, financial services, workforce capability and assurance, legal services, governance, strategic engagement and communication.
- ▶ **Intelligence Group**—This group leverages our unique intelligence collection capabilities to drive intelligence insights and disruption outcomes. Its responsibilities include examinations and covert collection capabilities, operational strategy, and the development of intelligence that delivers operational outcomes and informs policy outcomes in response to the threat of serious and organised crime.

## Australian Institute of Criminology

Our 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.

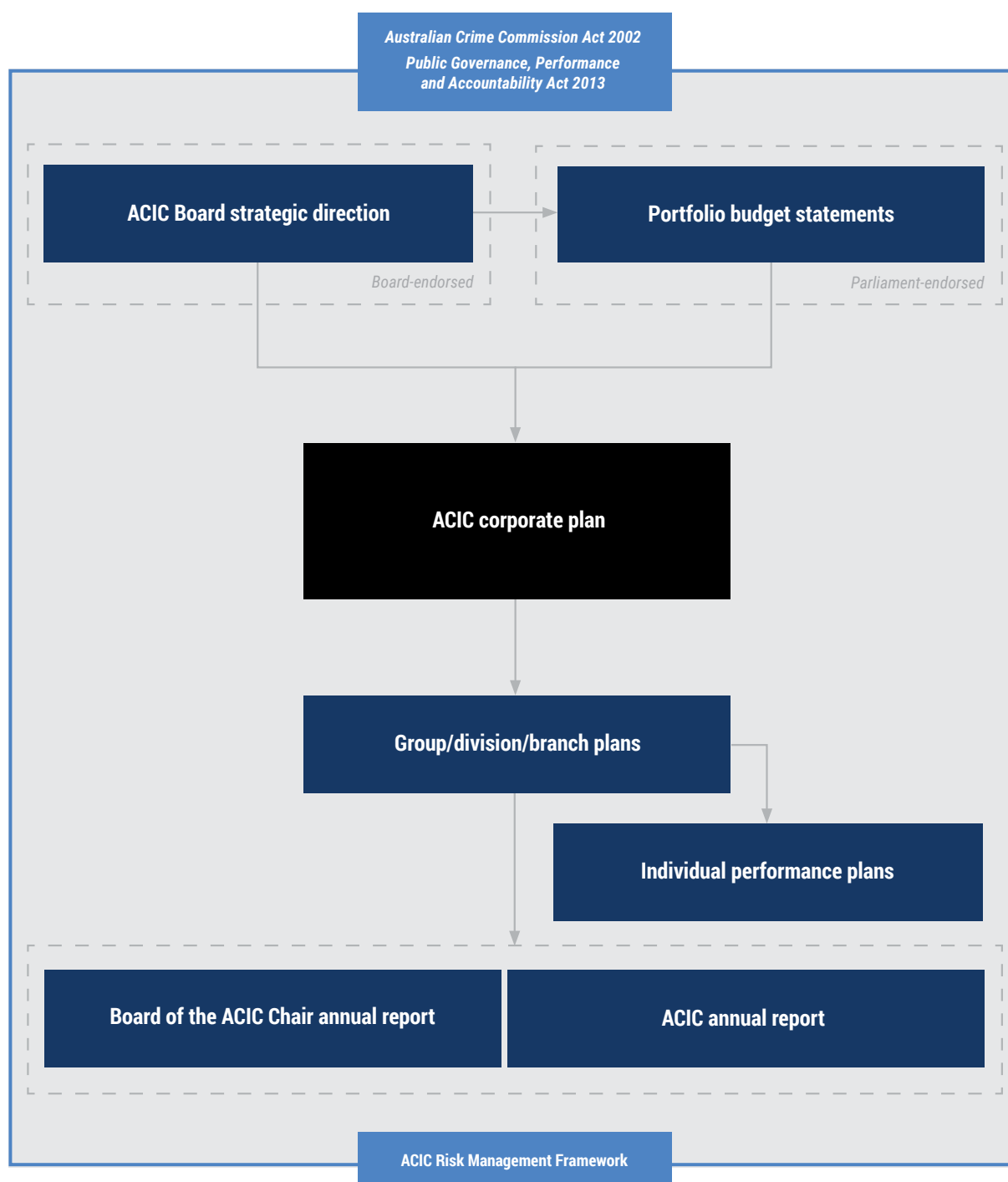
## Strategy

Strategic planning ensures that our activities and resources support the achievement of our purpose.

## Planning framework

As shown in Figure 1.1, our integrated planning framework connects our strategic direction, operational plans, risk assessment, resource allocation, and performance measurement and monitoring.

**Figure 1.1: Integrated planning framework**



## Strategic direction

Each year, the board provides a statement of strategic direction, identifying our strategic objectives and the capabilities and guiding principles through which we will achieve our purpose over the next 4 financial years. The corporate plan articulates the approach that we will undertake to achieve the strategic objectives over the same period.

The strategic direction for the period of this corporate plan is shown in Figure 1.2.



Figure 1.2: Strategic direction





## SECTION 2: OPERATING CONTEXT

The key elements that will shape our operating context 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.

Our effective, embedded approach to risk oversight and management will underpin our ability to achieve our strategic objectives among the challenges and risks presented by our operating context.

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

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

- ▶ **Destructive, pervasive and complex**—Serious and organised crime impacts the lives of Australians in complex and destructive ways. As criminals seek to exploit vulnerabilities and perceived gaps in law enforcement, Australians experience damage to families and communities, lost income, health and social impacts, and the erosion of public trust.
- ▶ **Costly**—Serious and organised crime costs the Australian community billions of dollars each year. The AIC estimates that the cost of serious and organised crime to Australia in 2020–21 was in the range of \$24.8 billion to \$60.1 billion, including up to \$43.7 billion in direct costs and up to \$16.4 billion in prevention and response costs.
- ▶ **Globalised**—Geographic boundaries do not confine criminal networks. We estimate that around 70 per cent of Australia's serious and organised criminal threats are based offshore or have strong offshore links.
- ▶ **Diversified**—Criminal groups have diversified across multiple criminal markets, often combining traditional organised crime activities with new forms of business. Diversified activities ensure consistent revenue streams to finance higher risk criminal ventures, and enable criminal enterprises to respond to shifts in supply and demand.
- ▶ **Resilient**—Criminal groups are enduring and resilient, with sophisticated networks that rise to the challenges posed by shifting global conditions and disruptions. They quickly adapt methodologies in response to changes in their operating environment, and collaborate with each other for mutual gain.
- ▶ **Concealed**—Serious and organised criminals conceal their activities by blending legitimate business with criminal enterprises. They employ professional experts across a range of industries to advise on complex methods and techniques to hide their ventures from law enforcement. Criminal groups corrupt officials, and use violence and intimidation to coerce individuals into supporting and concealing their criminal activities.
- ▶ **Tech- and cyber-savvy**—Criminals quickly adopt emerging and advancing technologies, enabling increasingly sophisticated methods to counter law enforcement efforts. They leverage the expertise of their peers, sharing tools, techniques and information across dark web forums and marketplaces. Cybercriminal groups can target thousands of Australians simultaneously from anywhere in the world.
- ▶ **National security threat**—Links between national security issues and serious and organised crime include Australians engaging in crime to generate funds to support terrorist groups, and domestic and offshore criminals attempting to influence government activities and decisions in Australia.

## Service delivery

As police and other 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 federal, state and territory 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, 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 clients 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).

Our delivery of nationally coordinated criminal history checks involves regulating external bodies that are accredited to access the NPCS system. As described in the Australian Government *Regulator Performance Guide*, we fulfil our regulator role in line with the direction set out in a Statement of Expectations by the responsible minister and a corresponding Statement of Intent by our CEO. The statements for 2022–23 had not been finalised when this plan was published, because of machinery of government changes in late 2021–22. When released, the statements will be made available on the ACIC website.

## Stakeholders

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 government departments, law enforcement and intelligence agencies and other entities, as shown in Figure 2.1.

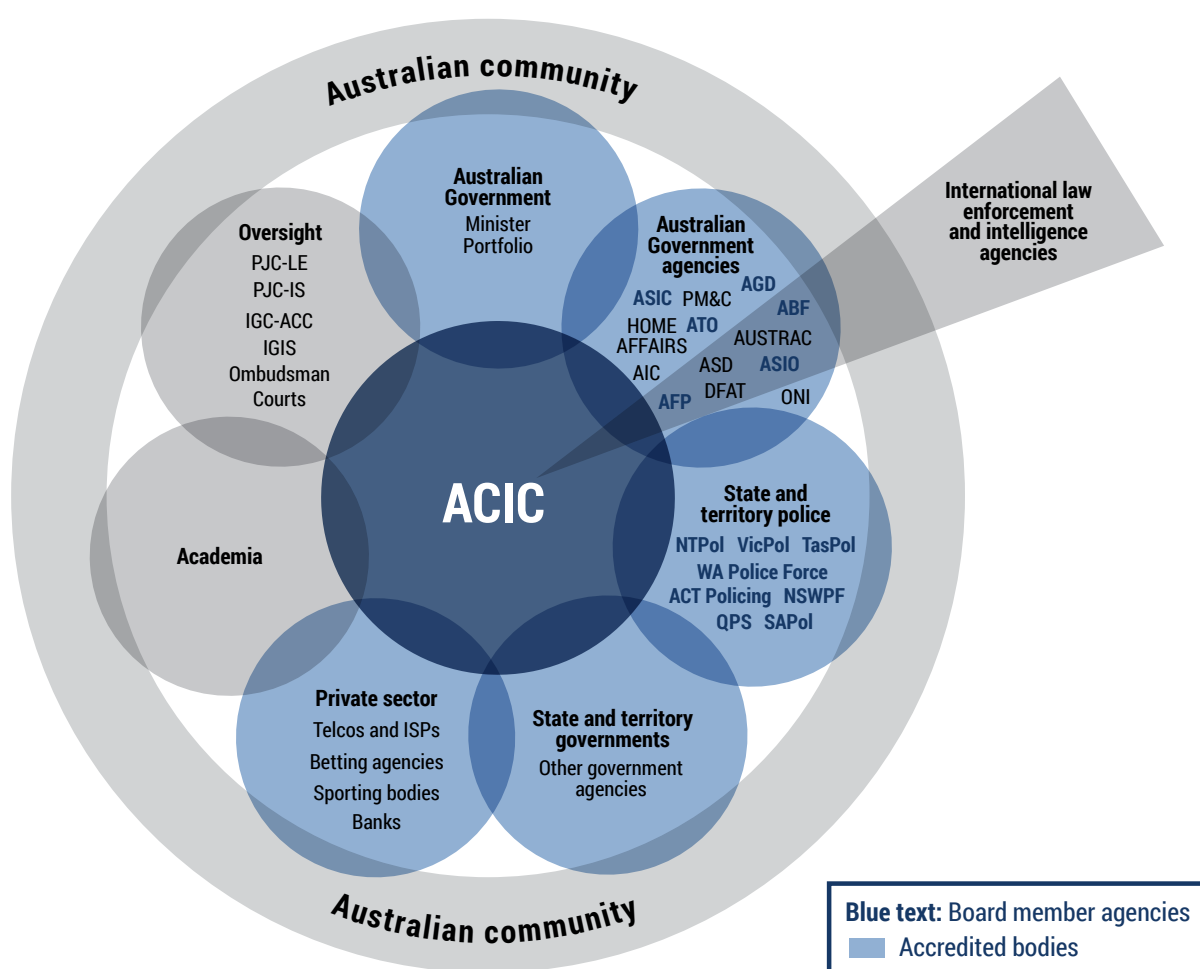
We aim to be the trusted source of criminal intelligence for all our stakeholders. Effective engagement is critical.

Our stakeholders include:

- ▶ **Australian community**—We undertake our activities in order to support and improve the safety of the Australian community, through generating and sharing intelligence about serious and organised criminal activity, supporting police partners to respond to crime, or providing information to support decision-making on entitlement or employment through the NPCS.
- ▶ **Australian Government**—We report to the Attorney-General and work within the Attorney-General's portfolio to ensure that our response to serious and organised crime is coordinated across government.
- ▶ **Australian Government agencies**—We leverage our unique position to link federal, state and territory law enforcement and intelligence agencies. We generate intelligence that is shared among relevant Australian Government partners to support responding to serious and organised crime in Australia. The heads of a number of Australian Government agencies are members of the ACIC Board.
- ▶ **State and territory police**—We provide state and territory law enforcement agencies with information and services that support them to undertake their role. Each police commissioner is a member of the ACIC Board and provides strategic direction and oversight to the ACIC.
- ▶ **State and territory governments**—We generate intelligence that can be used by state and territory governments to close opportunities for criminal activity, strengthen regulations or directly disrupt criminal activity through court proceedings.

- ▶ **International agencies**—We leverage our relationships with international law enforcement and intelligence agencies to support our response to serious and organised crime in Australia.
- ▶ **Private sector**—We rely on parties in the private sector to support the delivery of national policing systems, act as accredited bodies and build relationships to support responses to the evolving criminal threats that Australia faces.
- ▶ **Academia**—We partner with established sources of scientific and intellectual expertise within Australian academic institutions to ensure that we remain at the forefront of responding to serious and organised criminal threats to Australia.
- ▶ **Oversight bodies**—We are properly subject to significant external oversight, to make sure that the ACIC uses its powers responsibly, effectively and in accordance with the law at all times.
- ▶ **Accredited bodies**—We have accredited certain organisations to help individuals apply for and submit police checks. These organisations are entrusted with direct access to the NPCS system and play a vital role to help safeguard the Australian community.

Figure 2.1: Stakeholders



ABF = Australian Border Force, ACT Policing = 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, IGIS = Inspector-General of Intelligence and Security, 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 Force = Western Australia Police Force

## Funding

As a non-corporate Commonwealth entity, the ACIC operates within the Commonwealth resource management framework in line with the PGPA Act.

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 Attorney-General 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 2 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 appropriations 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.

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 ACC Act provides instructions on the management of funds under the NPISSSA.

The utilisation of the NPCS depends heavily on employment activity around Australia, a factor outside the agency's control. The amount of revenue collected from the NPCS can grow or decline significantly from year to year, which can be challenging to manage from a budget perspective.

## Risk management

The ACIC's approach to risk oversight and management assists us to make risk-informed decisions that support our work to achieve our objectives and operate effectively as part of the National Intelligence Community.

### Framework

Our risk management framework not only facilitates our compliance with the Commonwealth Risk Management Policy and the PGPA Act, but also focuses on explicit behaviours that we seek to recognise in order to enhance the risk culture of the agency.

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. This cultural focus is an important contributor to the ACIC's further integration into the National Intelligence Community.

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 and emerging risks or changes in our exposure to current identified risks.

Risk management is incorporated into all facets of the ACIC's decision-making, including the appropriate escalation of risks. In 2022, we will undertake an agency-wide survey to develop additional pathways to bolster and further mature the agency's risk culture.

## Risks

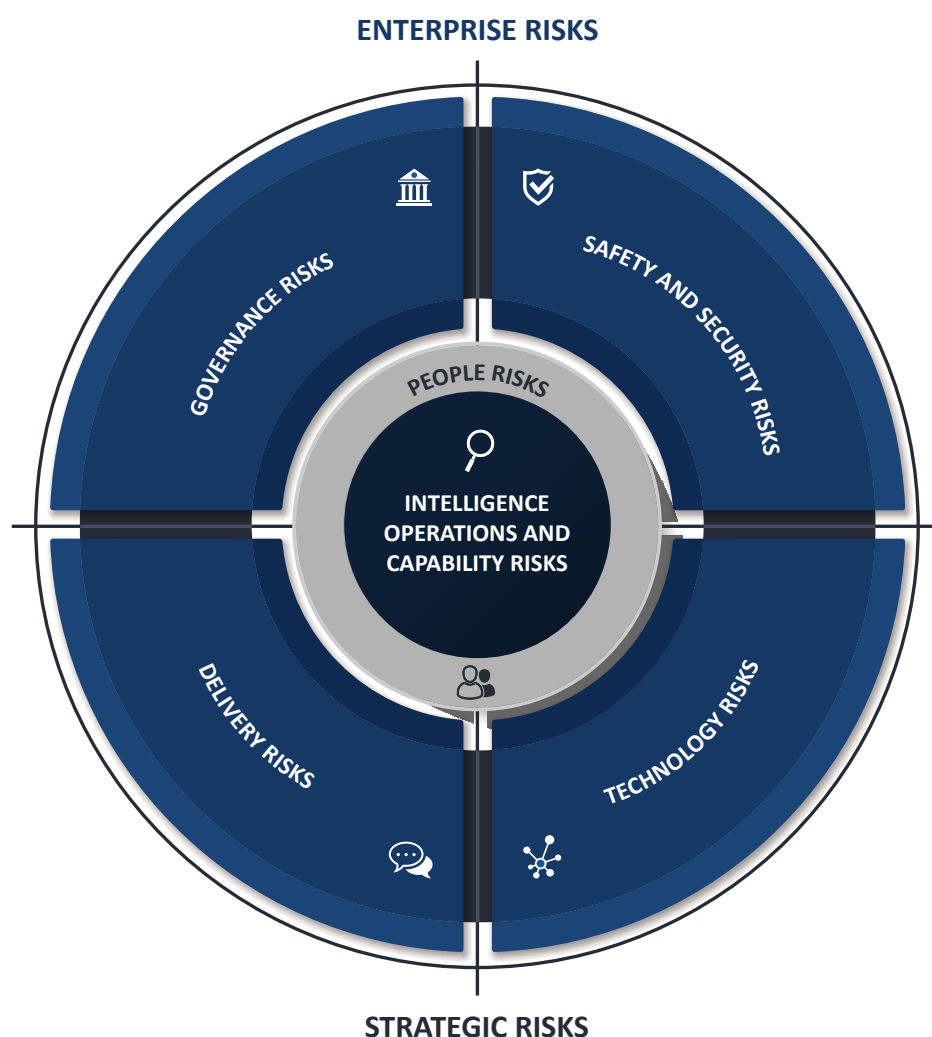
As shown in Figure 2.2, the ACIC's risk domains comprise intelligence operations and capability; people; governance; safety and security; technology; and delivery. Enterprise risks are those that are assessed as Critical or High and are escalated through the ACIC risk management framework, to be managed at the group or divisional levels within specified timeframes.

Across the domains, our top 5 sources of risk are:

- ▶ service and/or program delivery and quality
- ▶ protective security, including physical, cyber and information security
- ▶ workplace capability and culture
- ▶ complexity of legislative compliance
- ▶ operational capability.

Strategic risks are those risks that are associated with achieving the agency's strategic objectives and are considered at the board level. Risks shared with other agencies and partner organisations are identified and managed through formal agreements.

**Figure 2.2:** Risk domains



## 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 executive who have defined accountabilities for specific risk domains.

The Chief Risk Officer appoints an individual to lead the compilation and oversight of enterprise risks within each of the 6 risk domains, and to endorse their inclusion in the agency's enterprise risk dashboard and register.

Our Risk Team is responsible for maintaining a fit-for-purpose risk management framework and regularly reporting on its continuous improvement. The team also assists risk domain leaders to assess enterprise risks and the effectiveness of the control frameworks through the use of bow tie analyses, risk records and improvement plans.

Risk governance oversight is provided by the agency's Corporate Committee and by the independent Audit Committee, which has specific responsibilities under the PGPA Act to review and provide advice as to the appropriateness of our risk management framework. 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, in line with the strategic direction set out by the ACIC Board.

We plan improvements to our capability in response to the challenges and risks that arise from our operating context, and the opportunities that we identify through engagement with our partners.

### Partnerships

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

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.

### Intelligence operations and insights

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.

The Australian Priority Organisation Target strategy is an ACIC-led initiative focused on identifying, assessing and coordinating operational responses against the transnational serious and organised crime targets that pose the greatest threat to Australia's interests. Through the strategy, we improve understanding and facilitate disruption efforts in collaboration with our domestic and offshore intelligence partners, within the local, regional and global contexts.

We work in, and with, multiagency taskforces to investigate and collect intelligence on high-risk criminal entities operating domestically and offshore. Our intelligence may also result in joint projects between partners, to respond to and disrupt the activities of high-risk criminal entities operating domestically or offshore.

We partner with Australian research institutions to collect and analyse data relating to trends in the use of licit and illicit drugs in Australia, through the globally recognised National Wastewater Drug Monitoring Program. This information feeds into our intelligence insights on criminal markets and the effectiveness of disruption efforts.

### Strategic stakeholder engagement and advisory committees

The ACIC Board includes heads of federal, state and territory law enforcement agencies 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.

The ACIC Board National Policing Systems Subcommittee is established under section 7K of the ACC Act and is responsible for considering matters related to national policing systems and the NPISSSA, and making recommendations to the board for endorsement.

The subcommittee has established the NPCPS Working Group, chaired by the ACIC CEO, with representation from state and territory police, to develop a future NPCPS model to bring forward to the board for endorsement.

The board has endorsed external committees comprising representatives from board member agencies and other relevant partner agencies to provide advice to the ACIC CEO. The 3 committees and their roles are as follows:

- ▶ **Law Enforcement Information Services Capability Committee**—This committee informs the development, implementation and operation of initiatives that support national law enforcement information-sharing services and systems for Australia's police, wider law enforcement and national security agencies.
- ▶ **National Criminal Intelligence Capability Committee**—This committee promotes and champions the professionalism of the national criminal intelligence capability and collaborates on strategic intelligence issues at the national level to ensure coordinated advice for Australia's police, wider law enforcement and national security agencies.
- ▶ **Technology Capability Committee**—This committee informs and supports the development, implementation and operation of the national ICT services and systems that we deliver for Australia's police, wider law enforcement and national security agencies.

### Links with national intelligence and law enforcement communities

The ACIC has a unique role linking law enforcement and the National Intelligence Community, and our position within the Attorney-General's portfolio provides us with opportunities to contribute to sustained and aligned joint agency activity. We connect state and territory police with key Australian Government 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.

### National information systems

We provide frontline, biometric and forensic, and criminal intelligence services to all Australian police forces and other crime and corruption bodies, on a daily basis. This includes providing associated technical support and assurance on systems integrity and data quality. These policing information services enable our partners to better combat current and evolving criminal and national security threats.

### Data management and brokerage

Data is one of our biggest assets. Our national policing information systems connect law enforcement agencies to intelligence and information that enables and strengthens the national response to crime. Our tradecraft generates large volumes of data on the criminal environment, which we can use to generate intelligence insights.

We ensure that the data we collect is proportional to needs, appropriately obtained, securely stored, and accessible to those that need it throughout its life cycle. We will continue to develop our approach to technology and data, removing unnecessary barriers to information access, automating where possible, and providing our partners with a valuable information and intelligence service.

Complete and accurate data is critical to effective decision-making. To support this, we will manage the agency's digital data assets effectively, ensuring the integrity of our data and actively working to improve data quality. The agency will soon begin a program to improve data management, brokerage and exploitation by intelligence.

## Criminal intelligence and information services

The ACIC is responsible for providing national information systems and services to law enforcement and other partner agencies. Through these critical ICT capabilities we support the nation's policing operations and ability to respond to serious and organised crime, including cybercrime and national security threats, to keep the Australian community safe.

The delivery of these services is supported by business hubs with specialist staff who work with external and internal stakeholders to identify business needs and devise solutions to meet those needs, through technology or otherwise.

In delivering NCIS, we 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 to achieve common outcomes
- ▶ **A big data platform**—a platform that enables the development of complex analytics
- ▶ **Data access**—secure access to more comprehensive and extended national criminal intelligence and policing information data holdings
- ▶ **Partner integration**—assistance to integrate and connect with NCIS to efficiently share and utilise national data.

## 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.

## Coercive powers

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.

Our coercive powers capability is a central pillar of our intelligence operations, and the agency is actively working to strengthen this capability into the future, to strategically apply pressure on all elements of the criminal business model.

## Covert collections

The ACIC is able to identify criminal activity using covert methods including communication collections, covert technical operations, human source capability and surveillance. The agency performs specialist covert collection functions, supports and develops new technical collection capabilities, exploits raw data to generate intelligence insights, and collaborates heavily with domestic and offshore partners on new and emerging capabilities.

Our covert collection capabilities require continual research and development to match the ongoing technological advancements in communications used by serious and organised crime groups.

The *Surveillance Legislation Amendment (Identify and Disrupt) Act 2021* granted the agency new powers to investigate and disrupt serious organised crime, particularly where criminal networks are hiding behind anonymising technology or operating on the dark web to facilitate their criminal activities. The powers are accompanied by strong safeguards, including oversight and controls on the use of information.

### Advanced analytics

Data analytics plays a critical role in our intelligence operations. The ACIC has unique powers to compel the production of, collect and hold data.

Our expert staff use cutting-edge methodologies and technologies to analyse data. The results inform intelligence insights that are used internally as well as by clients and stakeholders in law enforcement and other government agencies. Our bulk data analysis and bulk matching services facilitate the production of high-quality intelligence products and outcomes.

The agency also builds analytics tools for analysts and investigators, so that they can exploit our data holdings in an efficient and effective way and get the most out of the data we hold.

We will transform and enhance our advanced data analytics capability, to equip us to better leverage datasets and identify previously unknown linkages, to harden the environment against transnational serious and organised crime.

### Intelligence insights

The intelligence insights that we generate are critical to the success of Australia's law enforcement and security capabilities.

We provide intelligence advice on current and emerging issues concerning organised crime in Australia to our Australian partners in the National Intelligence Community and law enforcement and to our partners offshore. This includes monitoring the transnational criminal environment to assess Australia's highest-threat criminal networks, and providing contemporary insights on those entities. We bring together intelligence from across Australia and beyond to paint a national picture of serious and organised crime.

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.

### Background checking

The ACIC is developing a capability to conduct criminal intelligence checks as part of the background checking process for people seeking access to secure areas of airports and maritime security zones. This new capability will complement the world-class background checks that we provide through the NPCS to support employment or entitlement decisions and help keep the community safe.

### Criminal intelligence assessments

The ACIC is establishing a capability to conduct criminal intelligence assessments as part of the background checking process for the Aviation Security Identification Card and Maritime Security Identification Card schemes. This new ACIC function was introduced by the *Transport Security Amendment (Serious Crime) Act 2021* and commenced on 22 June 2022.

The criminal intelligence assessments will enable us to issue adverse findings against individuals who are recorded against criminal intelligence holdings. This will ultimately reduce the infiltration of the aviation and maritime industries by serious and organised crime and limit opportunities for individuals to facilitate or commit serious crimes at airports or ports.

The intelligence assessments capability comprises a new team of intelligence, legal and service management personnel. A significant amount of work is being conducted across the agency to implement the new function. This includes establishing processes and procedures, setting up ICT and recruiting intelligence analysts. Extensive stakeholder engagement is also being conducted with relevant partner agencies.

### Nationally coordinated criminal history checks

The ACIC partners with Australian police agencies to provide the NPCS. The NPCS helps to protect the safety of the community by minimising the risk of appointing someone unsuitable to a position of trust. The service is delivered to Australian police agencies and organisations that are accredited by the ACIC to submit requests for nationally coordinated criminal history checks.

We engage with NPCS partners and stakeholders to document their requirements for new or enhanced national capabilities, determine process improvements to achieve consistency, and develop business cases for investment.

In 2022–23, through the newly created NPCS Principal Adviser position, we will work with stakeholders in the NPCS Working Group to develop long-term strategies that will help modernise the service and deliver benefits to the ACIC and police. We will look to engage a strategic partner to assist with identifying, planning and developing reform initiatives and activities.

### Accurate and timely checks

The NPCS strives to provide timely checks and an accurate and reliable service, while improving its operations to ensure that it will remain fit for purpose into the future.

Police checking in Australia is a partially manual, name-based process, involving many stakeholders. The NPCS aims to return checks as quickly as possible; however, target turnaround times are not guaranteed.

Accredited bodies, police agencies and the ACIC work together to deliver the service, aiming to process 95 per cent of standard checks within 10 business days. The NPCS completes around 70 per cent of police checks within minutes, providing a result to the submitting agency. The remaining 30 per cent of checks are referred to one or more police agencies for manual processing.

Our relationships with accredited bodies play a crucial part in ensuring the delivery of an accurate and reliable service. In regulating their role, we follow the principles of best practice set out in the Australian Government's *Regulator Performance Guide*:

- 1 Continuous improvement and building trust
- 2 Risk based and data driven
- 3 Collaboration and engagement.

### Professional services

The activities we undertake to achieve our purpose are underpinned by effective professional services in the areas of financial management, ICT, our workforce, legislation and policy, and integrity and compliance.

## Finance

Our financial management services support us to effectively manage our budget and assets and comply with the requirements of the PGPA Act. 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.

## Technology

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.

## Workforce

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 engage with each other and our stakeholders ethically and with integrity and respect.

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 recruit and develop an agile and high-performing workforce, enhancing our capability to deliver on our strategic direction and priorities.

We deliver a range of criminal intelligence training programs to develop our staff from foundation through to advanced practitioners. Our operational training is best practice and, where possible, aligned to nationally consistent practice standards. Further, we support ongoing workplace learning and the development of our emerging leaders.

## Legislation and policy

We participate in the development, implementation and evaluation of policy and legislation relating to our powers and functions, emerging issues and trends, and oversight of the broader intelligence and law enforcement community.

This capability includes providing advice, communication support and assistance to the Attorney-General, the ACIC executive and core stakeholders across government.

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

## Integrity and compliance

The delivery of our purpose is underpinned by governance systems that support risk management, appropriate policy and assurance frameworks, and robust committee and engagement structures.

We continuously improve our governance processes to ensure that we are effectively managing our operations, finances, people and other capabilities. We strive to ensure that we meet external accountability obligations and retain the confidence of the community and other key stakeholders.

We maintain robust, adaptive assurance control systems and frameworks to assist in meeting our integrity and external oversight obligations.

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's Protective Security Policy Framework.

Given our role, powers and access to information, staff employed at the ACIC must meet the highest standards of integrity and accountability. We are committed to the Australian Public Service values of being impartial, committed to service, accountable, respectful and ethical.

## Investment in capability

Table 3.1 describes the strategic investments that we have planned to improve the capabilities that underpin our activities and enable us to achieve our purpose over the next 4 years.



**Table 3.1: Strategic investment in capability 2022–23 to 2025–26**

Capability	Partnerships	National information systems	Tradecraft	Background checking	Professional services
<b>Investments</b>	<ul style="list-style-type: none"> <li>Engage and collaborate with the National Intelligence Community and law enforcement (domestically and internationally) to strengthen relationships and partnerships to respond to serious and organised crime.</li> <li>Support 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.</li> <li>Deliver the National Wastewater Drug Monitoring Program.</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners to support the migration of relevant national policing information systems to NCIS.</li> <li>Deliver NCIS core capability during 2022–23, and progressively develop additional capability.</li> <li>Engage with stakeholders to progress the delivery of National Automated Fingerprint Identification System NextGen.</li> <li>Develop a 4-year roadmap for our national policing information systems.</li> <li>Improve the integration and efficiency of ACIC business hubs and service lines.</li> </ul>	<ul style="list-style-type: none"> <li>Modernise the ACIC's unique examinations capability.</li> <li>Enhance the ACIC's covert collection capabilities.</li> <li>Refine our intelligence-gathering techniques to ensure that we continue to generate perceptive intelligence assessments on new and emerging issues.</li> <li>Continue to evolve our training to ensure that we remain contemporary and adapt to the requirements of our operating environment.</li> <li>Focus on continuous learning, providing staff opportunities to continue to develop and hone their tradecraft through flexible learning options.</li> <li>Apply 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.</li> <li>Further develop our tradecraft adviser cohort to contribute to operational strategy and support the delivery of operational outcomes.</li> <li>Support reforms to Australia's electronic surveillance laws.</li> <li>Leverage 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.</li> </ul>	<ul style="list-style-type: none"> <li>Identify government investments that can be leveraged to help reduce identity fraud and support nationally consistent processes.</li> <li>Deliver internal process improvements to help reduce turnaround times and lessen workloads for police partners.</li> <li>Reduce the misuse of volunteer check types and the associated financial losses, by limiting the provision of this check type in the market.</li> <li>Continue to provide targeted advice and guidance to accredited bodies and monitor their performance through a dedicated compliance and audit program.</li> <li>Prioritise investment to modernise the NPCS, and provide critical updates and enhancements to the NPCS Support System.</li> <li>Provide criminal intelligence assessments for the Aviation Security Identification Card and Maritime Security Identification Card schemes.</li> </ul>	<ul style="list-style-type: none"> <li>Build our internal ICT infrastructure support capability, enhance IT solutions, and address technology and data management issues across all of the ACIC's functions.</li> <li>Adopt collaborative ways of working to improve the speed of ICT delivery, reduce delivery risk, and improve the quality of ICT services.</li> <li>Improve how the agency manages its ICT, with a focus on ways to sustainably and efficiently provide quality, cost-effective ICT services.</li> <li>Continue to expand our high-performing leadership cohort to drive participation, unify agency culture and be accountable.</li> <li>Commission workforce strategies to attract, recruit, retain, support and educate a highly skilled workforce that meets our workforce capability framework requirements.</li> <li>Improve our approach to onboarding and induction to ensure that new employees are better supported as they settle into the agency and their teams.</li> <li>Support the application of a mature assurance model to engage with risk, mitigate threats and facilitate efficient onboarding processes.</li> <li>Partner with agency stakeholders to protect and manage our information and ICT systems.</li> <li>Proactively engage with staff to promote wellness and resilience, and implement additional strategies to support individual health and wellbeing.</li> <li>Further strengthen and mature our approach to organisational integrity and compliance.</li> </ul>

ICT = information and communications technology, NCIS = National Criminal Intelligence System, NPCS = National Police Checking System

## 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
- ▶ checking services.

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

Our corporate plan and portfolio budget statements detail performance measures for 4 financial years and are reviewed annually. The annual performance statement in our annual report for each financial year provides results and analysis against those measures.

This section of the corporate plan sets out the performance measures 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 delivery of the key activities is enabled by professional 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

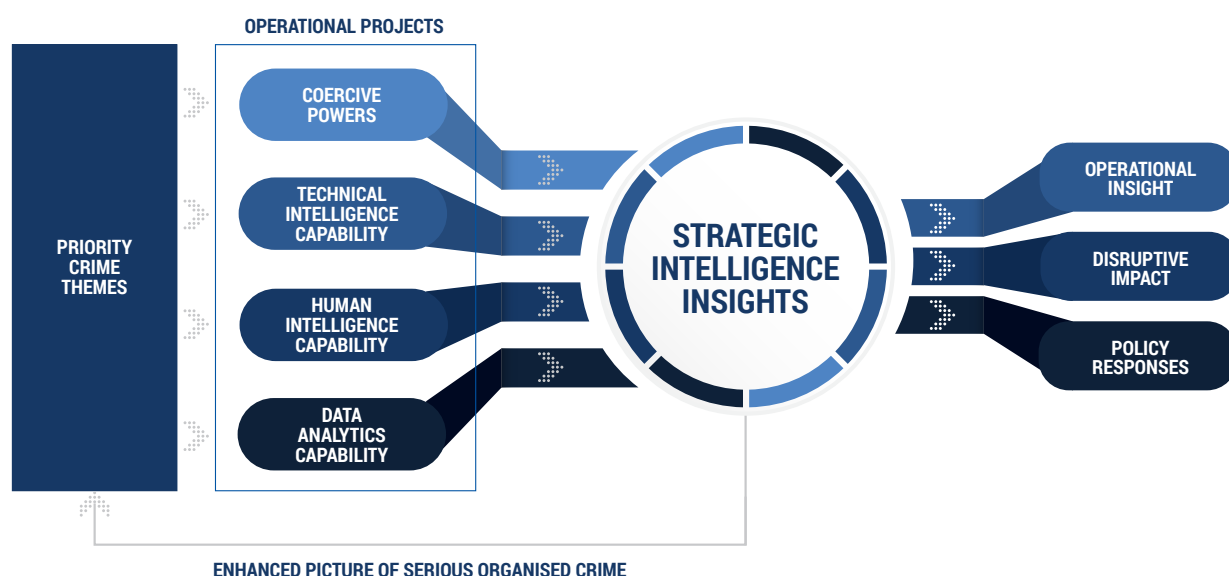
Our work to deliver intelligence on serious and organised crime threats to Australia forms part of all our activities, and contributes to our purpose by:

- ▶ 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 powers, 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.

ACIC examiners are empowered by the ACC Act to coercively examine key persons of interest under oath or affirmation 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 allow the ACIC to collect and analyse bulk data holdings from certain persons or entities.

The performance measures for criminal intelligence delivery are shown in Table 4.1.

**Table 4.1: Criminal intelligence delivery performance measures 2022–23 to 2025–26**

Performance criterion	Measure	Target
1. The ACIC discovers and targets current and evolving criminal threats to Australia.	► Identification of high-risk criminal targets	High-risk criminal targets are identified
	► Disruption of high-risk criminal targets	High-risk criminal targets are disrupted
	► 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	≥ 4-year average
	► Proportion of ACIC examinations that generate intelligence insights	≥ 90%
	► Intelligence products are derived from the ACIC's core capability pillars	Intelligence products are developed from activities undertaken
	► Spread, in percent, of intelligence products produced by priority crime theme	Products are 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 finalised	≥ 4-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	≥ 4-year average
	► Number of Joint Project Proposals initiated	
	► Qualitative examples of responses 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	≥ 4-year average
	► Proportion of stakeholder survey respondents who agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment	80%
	► Proportion of stakeholder survey respondents who 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 wider community, safe.

We provide 4 types of systems designed to equip police with the information they need to investigate, solve and prevent crimes:

- **Frontline systems**—These systems 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**—These 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**—These systems assist police with finding information on domestic violence orders, managing child sex offenders and identifying child exploitation images.
- ▶ **Criminal intelligence systems**—These systems 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 extended in 2022–23 to include more agencies and more data, and NCIS will become a core information-sharing platform for the Australian law enforcement and intelligence communities.

Together with our technology professionals, our business hubs work with our partners and clients 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 ICT capabilities that satisfy the needs of the ACIC and partner agencies and are supported by engineering, testing and technology coordination services.

The performance measures for policing information systems and services are shown in Table 4.2.

**Table 4.2:** National policing information systems and services performance measures 2022–23 to 2025–26

Performance criterion	Measure	Target
7. ACIC information systems are available when required by partner agencies.	▶ System availability	Board-agreed benchmarks
	▶ System reliability	Board-agreed benchmarks
8. ACIC information systems provide useful information to police partners.	▶ Number of users	≥ 4-year average
	▶ Number of searches performed	≥ 4-year average
	▶ Number of positive data matches	≥ 4-year average
9. The ACIC continues to enhance information systems.	▶ Case study on information system enhancements	≥1
10. Stakeholders are satisfied that the national policing information systems are meaningful and fit for purpose.	▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems are of value to their work	90%
	▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems are reliable	80%
	▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems meet the needs of their organisation	

## Checking services

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 information release policies of the relevant Australian state or territory police agency.

In 2020–21, more than 6.2 million checks were submitted, approximately 1.8 million checks were referred to our police partners for assessment, and information was released for just over 520,000 checks. The NPCS raised approximately \$114 million in revenue.

The ACIC's role in regulating accredited bodies is subject to the performance expectations and arrangements described in the *Regulator Performance Guide*. Appendix A indicates how our performance measures relate to the principles of best practice set out in the guide.

We provide induction programs for bodies prior to granting access to the NPCS system, and offer ongoing education for bodies that are accredited. This approach ensures that bodies understand their obligations, encourages voluntary compliance, and helps us to identify ways to improve the system and our regulatory approach.

We conduct a range of audits to ensure that accredited bodies are complying with their obligations, as part of our regular audit program or in response to allegations of non-compliance. The audit program is designed to effectively manage risk while minimising the regulatory burden.

The agency is also implementing a capability to conduct criminal intelligence assessments as part of the background checking process for the Aviation Security Identification Card and Maritime Security Identification Card schemes. During 2022–23, the ACIC will develop performance measures for the new capability. The measurement methodology will be trialled internally before being incorporated into the agency's formal performance measures in 2023–24.

The performance measures for NPCS delivery are shown in Table 4.3.

**Table 4.3: National Police Checking Service performance measures 2022–23 to 2025–26**

Performance criterion	Measure	Target
11. The National Police Checking Service is available to conduct checks as requested.	▶ System availability	Board-agreed benchmarks
	▶ System reliability	Board-agreed benchmarks
12. The ACIC contributes to community safety by delivering timely information to support employment decisions.	▶ Time taken to perform urgent checks	Board-agreed benchmarks
	▶ Time taken to perform non-urgent checks	
13. ACIC-accredited bodies comply with obligations.	▶ Number of audits of compliance undertaken by the ACIC on accredited bodies	≥ 100 audit activities occurred
	▶ Number of breaches by accredited bodies	Downward trend

# APPENDIX A: PERFORMANCE MEASUREMENT

## METHODOLOGY

This appendix provides details of the measurement methodology for each of the 13 criteria in the ACIC's performance framework for 2022–23.

### Criminal intelligence delivery

#### 1. The ACIC discovers and targets current and evolving criminal threats to Australia.

Measure	Definition	Method	Rationale
► Identification of high-risk criminal targets	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.  Additions and subtractions to the number of identified criminals are also noted.	We make Australia hostile to criminal exploitation by targeting the most significant serious and organised crime risks facing Australia.
► Disruption of high-risk criminal targets	High-risk criminal targets (APOTs and RPOTs) and transnational serious and organised crime networks are disrupted.  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 do not result in the complete disruption or dismantling of a criminal organisation.	Data on the disruption of high-risk criminal targets is extracted from the ACIC's database.	Recording disruptions of APOTs and RPOTs to which the ACIC made a material contribution assists us to measure our ability to make Australia hostile to criminal exploitation.
► 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	<p>Intelligence products result from the collection, collation, evaluation, analysis, integration and interpretation of information. These products are disseminated to partners and stakeholder agencies.</p> <p>This indicator captures only the number of unique intelligence products disseminated.</p>	Data is extracted from the ACIC's database on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	Dissemination of intelligence information is critical to delivering the ACIC's purpose and informing partners and stakeholder agencies.
▶ Proportion of ACIC examinations that generate intelligence insights	<p>Examinations are a unique ACIC capability to generate information that can be turned into intelligence products and provided to partners and stakeholder agencies.</p> <p>This measure captures the number of intelligence products produced from the examination process.</p>	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 number of examinations that result in intelligence products is divided by the total number of examinations to determine the proportion of examinations that generate intelligence insights.	<p>The output of an examination is the development and dissemination of intelligence insights.</p> <p>The proportion of examinations that generate intelligence insights demonstrates how our unique powers directly relate to our ability to provide partners and stakeholder agencies with relevant and actionable intelligence.</p>
▶ Intelligence products are derived from the ACIC's core capability pillars	<p>The core capability pillars are interconnected elements that inform one another to derive maximum strategic insights to inform disruption strategies and opportunities. The pillars are coercive powers, human intelligence, technical intelligence and advanced analytics.</p> <p>This indicator captures the number of intelligence products produced from the work of the ACIC under the core capability pillars.</p> <p>Some products relate to multiple sources.</p>	<p>Data on the numbers of products produced from use of our coercive powers, human intelligence, technical intelligence and advanced analytics is extracted from the ACIC's performance database.</p> <p>The data includes only products that are disseminated, and the number of products derived from each capability pillar is represented as a proportion of total products.</p>	The derivation of intelligence products from activities undertaken under our core capability pillars demonstrates how our unique powers directly relate to our ability to provide partners and stakeholder agencies with relevant and actionable intelligence.
▶ Spread, in percent, of intelligence products produced by priority crime theme	<p>Priority crime themes are set by the ACIC Board.</p> <p>Most intelligence products are assigned to priority crime themes.</p> <p>Some products may relate to multiple priority crime themes.</p>	Data is extracted from the ACIC's database on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	The ACIC's intelligence work is directed toward the board-agreed priority crime themes, which reflect the most significant serious and organised crime threats impacting Australia.
▶ 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.

<i>Measure</i>	<i>Definition</i>	<i>Method</i>	<i>Rationale</i>
▶ Number of requests for information finalised	<p>A request for information is any formal request that the ACIC receives for information on intelligence products and/or firearms, excluding trace requests.</p> <p>Each request received is considered and the ACIC's ability to respond is determined.</p>	Data is extracted from the ACIC's database on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	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	<p>The number of ACIC intelligence products that were disseminated to partners and stakeholder agencies.</p> <p>The number of products disseminated includes additional disseminations.</p> <p>Additional disseminations are made in response to requests from partners who were not on the original recipient list for a dissemination.</p>	Data is extracted from the ACIC's database on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	Dissemination of intelligence products is the primary 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 on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	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 on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	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	<p>A disruption is the interruption, reduction or cessation of activities by a serious and organised criminal entity posing a threat to Australia.</p> <p>Only severe or significant disruptions to which the ACIC made a material (i.e. significant or important) contribution are recorded.</p> <p>Severe disruptions result in the complete disruption or dismantling of a criminal entity and the cessation of its serious and/or organised crime activities.</p> <p>Significant disruptions have a significant impact, but do not result in the complete disruption or dismantling of a criminal organisation.</p>	Data is extracted from the ACIC's database.	Recording the number of disruptions to which the ACIC made a material contribution assists us to measure our ability to make Australia hostile to criminal exploitation.
▶ Number of Joint Project Proposals (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 responses to criminal activity affecting Australia	Qualitative examples of responses 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.	Qualitative examples illustrate the ACIC's response to criminal activity affecting Australia.

#### 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	Case study of an intelligence product that had an operational outcome or led to legislative, policy or regulatory reform.	Topics are nominated during quarter one and considered throughout the year. Case study topics 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 on a monthly basis. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	Reporting on the demand for previously disseminated ACIC intelligence products from additional partners and stakeholder agencies demonstrates the value of our intelligence products.
▶ Proportion of stakeholder survey respondents who agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment	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.
▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia			

### 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 national policing information systems as a percentage of time (excluding scheduled outages), based on board-agreed benchmarks.	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.
▶ System reliability	The national mean time between system failures of national policing information systems.	Data is captured through our IT ticketing system.	Measuring reliability demonstrates that ACIC systems are reliable and complements the system availability measure.

#### 8. ACIC information systems provide useful information to police partners.

Measure	Definition	Method	Rationale
<ul style="list-style-type: none"> <li>▶ Number of users</li> <li>▶ Number of searches performed</li> </ul>	These measures reflect the total numbers of unique users and searches performed on an information system within the reporting period, benchmarked to the 4-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.
<ul style="list-style-type: none"> <li>▶ Number of positive data matches</li> </ul>	The number of 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 4-year average.	Data is captured through reports from each system, monitored through an internal dashboard.	Data matches indicate that the systems provide useful services to partners.

#### 9. The ACIC continues to enhance information systems.

Measure	Definition	Method	Rationale
<ul style="list-style-type: none"> <li>▶ Case study on information system enhancements</li> </ul>	Case study on the enhancement of an information system.	Topics are nominated during quarter one and considered throughout the year for inclusion in the annual report. Content is provided by relevant technical areas.	Case studies illustrate how the ACIC is enhancing its information systems.

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

Measure	Definition	Method	Rationale
<ul style="list-style-type: none"> <li>▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems are of value to their work</li> <li>▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems are reliable</li> <li>▶ Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems meet the needs of their organisation</li> </ul>	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

### 11. 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 system 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.
▶ System reliability	The national mean time between system failure of the service.	Data is captured through our IT ticketing system.	Measuring reliability demonstrates that the service is reliable and complements the system availability measure.

### 12. The ACIC contributes to community safety by delivering timely information to support employment decisions.

Measure	Definition	Method	Rationale
▶ Time taken to perform urgent checks	These measures reflect the timeliness of checks that are referred to police partners for processing. Timeliness is measured against the board-agreed benchmarks.  The targets are: ▶ 5 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 provided to support employment decisions contributes to community safety and ensures that our processes are efficient and reliable.
▶ Time taken to perform non-urgent checks			

### 13. ACIC-accredited bodies comply with obligations.

Measure	Definition	Method	Rationale
▶ Number of audits of compliance undertaken by the ACIC on accredited bodies	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.	<p>Audits of compliance ensure that accredited bodies are abiding by relevant Commonwealth, state and territory legislation.</p> <p>The compliance audit program demonstrates that the ACIC's approach applies regulatory best practice principles: 1. Continuous improvement and building trust, 2. Risk based and data driven, and 3. Collaboration and engagement.</p>
▶ Number of breaches by accredited bodies	Education and auditing programs run by the ACIC are effective, and ensure that ACIC-accredited bodies are aware of, and comply with, their obligations.	Information on compliance is provided by the National Police Checking Service.	<p>This indicates the effectiveness of our education and compliance programs, and that accredited bodies are fully aware of their obligations under their agreements.</p> <p>Compliance by accredited bodies demonstrates that the ACIC's approach applies regulatory best practice principles: 1. Continuous improvement and building trust, 2. Risk based and data driven, and 3. Collaboration and engagement.</p>

## LIST OF ABBREVIATIONS

ACC Act	<i>Australian Crime Commission Act 2002</i>
ACIC	Australian Criminal Intelligence Commission
AIC	Australian Institute of Criminology
CEO	Chief Executive Officer
ICT	information and communications technology
NCIS	National Criminal Intelligence System
NPCS	National Police Checking Service
NPISSA	National Policing Information Systems and Services Special Account
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>





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The Australian Criminal Intelligence Commission connects, discovers and understands to improve the national ability to respond to crime impacting Australia.

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