CORPORATE PLAN 2023–24

Covering reporting period 2023–24 to 2026–27

AUSTRALIAN
CRIMINAL INTELLIGENCE COMMISSION

CORPORATE PLAN 2023–24

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FOREWORD

The Australian Criminal Intelligence Commission (ACIC) works with international and domestic partners on serious crime threats and provides mission critical intelligence to international and domestic partners on serious crime threats. Our work helps to make Australia hostile to criminal exploitation and keep Australians safe.

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* (Cth) and the strategic direction and priorities determined by the ACIC Board.

This corporate plan outlines how we intend to deliver our purpose over the next 4 years, including our key activities and the measures by which we will be held to account in 2023–24.

The plan provides details of our capabilities and approach to managing risk, which underpin the successful delivery of our functions. We are continuing to grow and develop our capabilities to enable us to achieve our strategic objectives and purpose.

The plan also describes how we will measure performance in our 3 key areas of delivery: criminal intelligence, national information services and the National Police Checking Service (NPCS). This includes the way we will demonstrate the principles of regulator best practice in regulating accredited bodies for the NPCS.

As the accountable authority of the ACIC, I am pleased to present the ACIC's *Corporate Plan 2023–24* as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth). This plan has been prepared for the 2023–24 reporting year and covers the 4-year period from 1 July 2023 to 30 June 2027.

Matthew Rippon
ACTING CHIEF EXECUTIVE OFFICER
AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION
04 August 2023

The Australian Criminal Intelligence Commission acknowledges the
traditional owners and custodians of country throughout Australia and
acknowledges their continuing connection to land, sea and community.
We pay our respects to the people, the cultures and
the elders past, present and emerging.

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SECTION 1 | ABOUT US

The Australian Criminal Intelligence Commission (ACIC) is Australia's national criminal intelligence agency. We provide mission critical intelligence to deliver our vision of 'An Australia hostile to criminal exploitation'.

Purpose

The purpose of the ACIC is to protect Australia from serious crime threats by collecting, assessing and disseminating intelligence and policing information.

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 special ACIC investigations and special ACIC operations, collect intelligence and furnish advice and assessments to combat serious crime threats. We are also the conduit for sharing criminal intelligence and information 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 special ACIC investigations and special ACIC operations into federally relevant crime
▶ 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, with roles and functions underpinned by supporting legislation in each state and territory. The agency operates within the Attorney-General's portfolio and has a permanent presence in each state and territory and 3 offshore locations.

BOARD

Membership of the ACIC Board comprises heads of federal, state and territory law enforcement agencies and key national security, policy and regulatory agencies. The Chief Executive Officer (CEO) of the ACIC is a non-voting member.

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 shown in Figure 1.1. The roles of the groups are as follows:

▶ **Intelligence** – This group uses our intelligence collection and analytical capabilities – including covert and unique powers and capabilities – to deliver operational outcomes and develop intelligence insights.

▶ **Corporate** – This group leads the ACIC's delivery of national policing information and background checking services. It also provides enabling functions to the ACIC, including information and communications technology (ICT), financial services, workforce capability and assurance, legal services, risk, audit, governance, strategic engagement and communication.

FIGURE 1.1 | ORGANISATIONAL STRUCTURE AS AT 1 JULY 2023
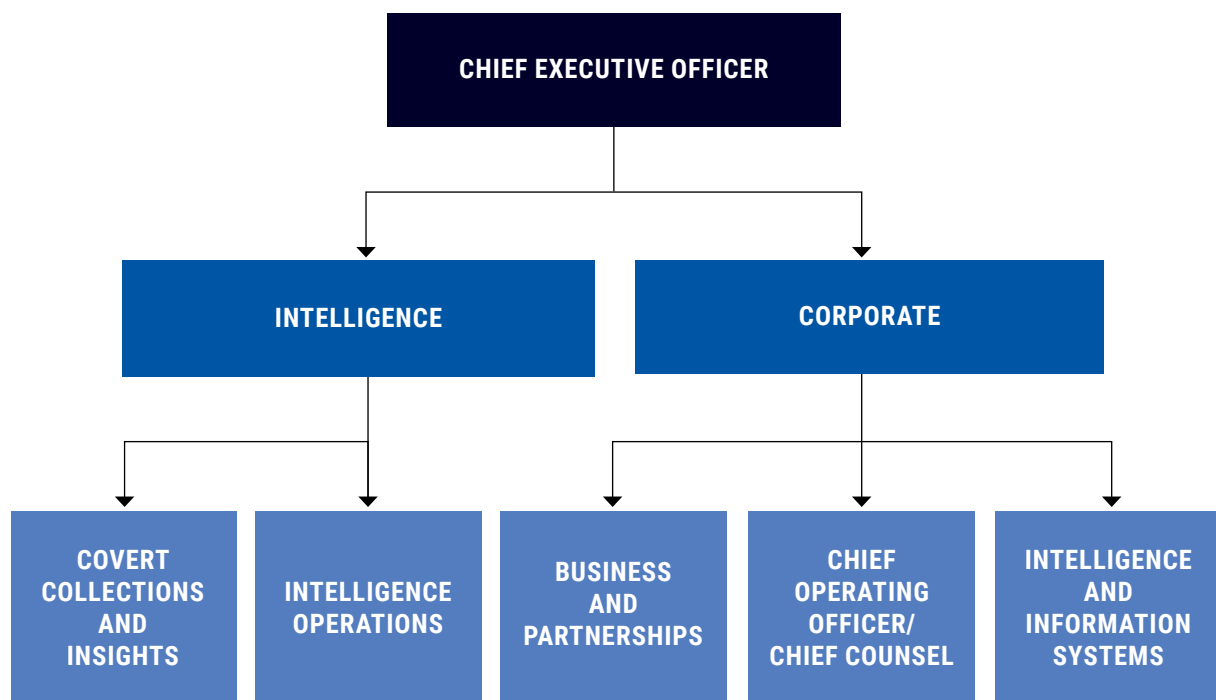
AUSTRALIAN INSTITUTE OF CRIMINOLOGY

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 our collective response to crime.

Organisational values

Our organisational values, shown in Figure 1.2, guide our behaviours and help us work together towards common goals.

FIGURE 1.2 | ORGANISATIONAL VALUES

INTEGRITY	Integrity is at the core of everything we do. We are objective. We make ethical decisions. We obey the law. We comply with policy. We make difficult decisions and are accountable for our decisions. We are trustworthy and trusted. We do what we say we will. We use intrusive powers appropriately. We are accountable, admit mistakes and don't repeat them.
RESPECT	We respect all colleagues, partners and stakeholders. We are tolerant and kind. We value diversity and inclusion. We value everyone's contribution and consider alternative views. We trust others' expertise. We debate the issue, not the person. We are reasonable and fair. We are flexible. We care about well-being and look after our people.
INNOVATION	Innovation is rewarded. We are curious. We are explorers. We are problem solvers and world leaders in what we do. We are committed to continuous improvement. We are open to change and change before we have to. We are efficient and nimble. We are dynamic and anticipate what's over the horizon.
EXCELLENCE	We strive for excellence in everything we do. We are responsive and deliver what we say we will. We provide mission critical intelligence. We are driven to succeed. Our people are proficient in their fields. Our capabilities are world class and world leading. Peers look to our example.
COURAGE	We are audacious in our thinking and bold in our actions. We engage with risk. We pursue the hard targets. We stand by our assessments. We lead out in front and are front runners. We are prepared to try and fail. We are resilient and tenacious. We are stronger together.

Strategy

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

PLANNING FRAMEWORK

As shown in Figure 1.3, our integrated planning framework connects our strategic direction, operational plans, risk assessment, resource allocation, and performance measurement and monitoring.

FIGURE 1.3 | INTEGRATED PLANNING FRAMEWORK
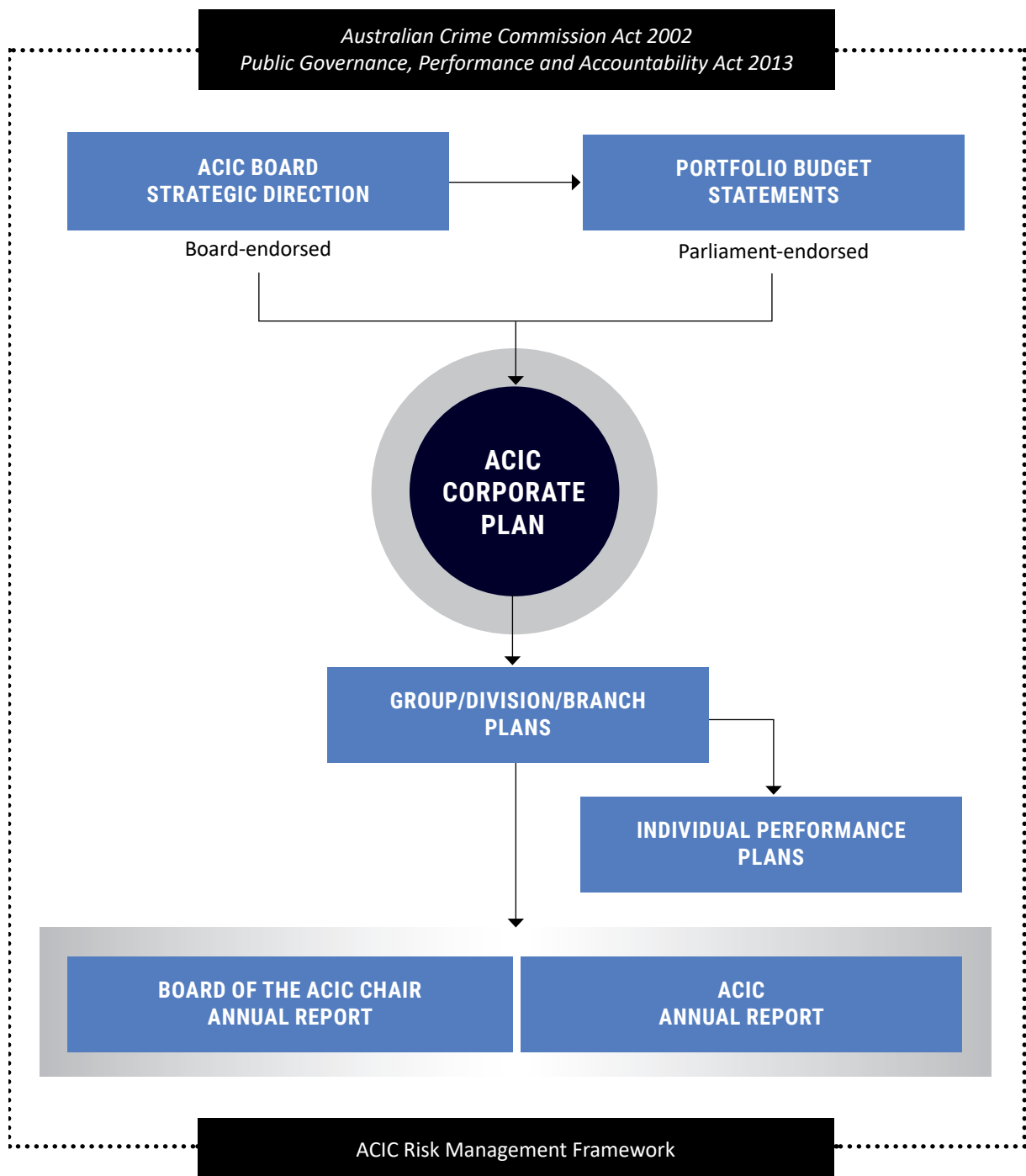
STRATEGIC DIRECTION

Each year, the ACIC 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 period of this corporate plan is shown in Figure 1.4.

FIGURE 1.4 | STRATEGIC DIRECTION

STRATEGIC DIRECTION 2023–27

An Australia hostile to criminal exploitation.

PURPOSE

TO PROTECT AUSTRALIA FROM SERIOUS CRIMINAL THREATS BY COLLECTING, ASSESSING AND DISSEMINATING INTELLIGENCE AND POLICING INFORMATION.

OPERATING CONTEXT

DYNAMIC GLOBAL CRIMINAL THREATS

SERVICE DELIVERY

PEOPLE AND CULTURE

PARTNERSHIPS

RESOURCING, LEGISLATIVE AND POLICY ENVIRONMENT

STRATEGIC OBJECTIVES

TRUSTED SOURCE OF CRIMINAL INTELLIGENCE

▲ Illuminate the transnational serious and organised crime threat landscape impacting Australian interests through trusted intelligence.

▲ Maximise use of our coercive powers and our other intelligence collection and analysis capabilities to deliver actionable intelligence and strategic insights.

▲ Build partnerships and collaborate to impact transnational serious and organised crime.

COMPREHENSIVE INFORMATION AND INTELLIGENCE

▲ Deliver the National Criminal Intelligence System (NCIS) capability to provide a unified national picture of criminal activities.

▲ Ensure selected National Policing Information (NPI) systems are positioned to transition into the NCIS capability.

▲ Deliver NPI systems that meet stakeholder needs and are accessible, reliable, secure and trusted.

▲ Ensure good data management and quality across NPI systems.

ACCURATE AND TIMELY BACKGROUND CHECKS

▲ Deliver world-class services to support employment or entitlement decisions.

▲ Transform the NPCS to support digital delivery and improve turnaround times.

▲ Provide criminal intelligence assessments to strengthen background checking regimes.

HIGH-PERFORMING AGENCY

▲ The ACIC is funded to continue to deliver capabilities that meet board agreed priorities.

▲ Continue to influence the legislative environment to ensure that the right powers are available to respond to new and emerging criminal threats.

▲ Empower our people to grow and develop into the workforce of the future.

CAPABILITIES

OUR STRATEGIC CAPABILITIES

▲ Strategic and business partnerships

▲ Engagement and advisory frameworks

▲ Positioning within national intelligence and law enforcement communities

▲ Leveraging digitisation and data

OUR CORE CAPABILITIES

▲ National information systems

▲ Business services

▲ Data management and brokerage

▲ Coercive powers

▲ Coordinate strategic responses

OUR ENABLING CAPABILITIES

▲ Integrity and positive compliance culture

▲ Sustainable technology

▲ Skilled workforce

▲ Legislation and policy

▲ Intelligence tradecraft

GUIDING PRINCIPLES

WE ARE ACCOUNTABLE

WE ARE A GOOD PARTNER

WE ARE LEADERS IN OUR FIELD

WE HAVE IMPACT

WE EMPOWER OUR PEOPLE

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

SECTION 2 | OPERATING CONTEXT

The key elements that will shape our operating context over the period of this corporate plan are summarised in Figure 2.1.

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.

FIGURE 2.1 | OPERATING CONTEXT SNAPSHOT

Dynamic global criminal threats

- ▶ Crime is pervasive, globalised and diversified.
- ▶ Criminals are using increasingly sophisticated technologies to enable crime and attempt to counter law enforcement.

Service delivery

- ▶ Users of our information systems need accessible, high-quality information from multiple sources.
- ▶ We are connecting partners to the first comprehensive national criminal intelligence system.

People and culture

- ▶ We empower our people to deliver mission critical intelligence and policing information for our stakeholders.
- ▶ We work collaboratively and strive for excellence to deliver on our strategic direction and priorities.

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.

Resourcing, legislative and policy environment

- ▶ Our intelligence informs the development, implementation and evaluation of current and future legislation and policy.
- ▶ We operate in a complex funding environment.
- ▶ We seek opportunities to deliver innovative solutions within funding constraints.

Dynamic global criminal threats

Serious and organised crime (SOC) poses a grave and enduring threat to Australia's national security and prosperity. SOC actors remain profit-driven and are increasingly globalised, collaborative and enabled. We use our unique collection and analytical capabilities to illuminate the hidden, complex and dynamic criminal environment so that Australia can bring a coordinated national response to the fight against serious criminal threats.

▶ **Serious criminal threats contribute to Australia's national security threat.** There are links between national security issues and serious and organised crime groups, including illicit activities that undermine the integrity of Australia's border and governance. Offshore safe havens and jurisdictions of risk pose challenges to intelligence and law enforcement agencies trying to protect Australia's national interests in an increasingly fraught global strategic context.

▶ **Serious criminal threats impact everyone.** Serious and organised criminals are highly adept at using everyday systems and services to enact destructive, pervasive and complex illicit ventures. Serious and organised criminals create unfair competition for legitimate businesses and industries, exploit vulnerable people, and increase pressure on the economy and vital health and welfare services.

▶ **Criminals prioritise profits above all else.** The heads of criminal networks are driven by greed, with all elements of their illicit business acting in service of maximising profits. These high-level criminals will go to great lengths to achieve their goals, regardless of traditional club or group ties or geographical boundaries.

▶ **Serious and organised criminal enterprises are globalised and collaborative.** Even the highest threat criminal enterprises have limitations to their reach, and rely on the services, access and expertise of other criminals to succeed in their illicit ventures. More than ever, serious and organised crime groups are prioritising collaboration over competition.

▶ **Technology is expanding opportunities for criminals across every category of crime.** Criminals are quick to adopt emerging and advancing technologies across the full spectrum of serious criminal threats. As Australians rely more heavily on online services and platforms, global opportunities for cybercrime, serious financial crime and victim-based crime expand. Our increasingly digital world has also granted easier access for criminals to illicit commodities, specialist tools and peers who readily share techniques and expertise across dark web forums and marketplaces.

▶ **Criminal groups are enabled by trusted insiders and professional facilitators.** Serious and organised crime groups rely on a range of skills to help conceal their activity and manage the profits of crime. Criminals exploit trusted insiders in Australian supply chains, leveraging their unique access and knowledge to evade detection by law enforcement and border security. Professionals such as lawyers, accountants and real estate agents are also wittingly or unwittingly used to apply their skills in masking complex criminal activities.

Service delivery

As police and other law enforcement agencies continue to be challenged by serious and organised criminals moving between jurisdictions and diversifying their criminal activities, we have an important role in brokering access to intelligence and 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. The technology we develop and maintain is responsive to changing business needs.

Alongside our other national policing information systems, we are delivering and connecting partners to 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. NCIS will be extended in 2023–24, to include more agencies, datasets, and criminal intelligence capabilities, enhancing its status as a core information-sharing platform.

We work in a highly sensitive environment – across multiple jurisdictions and a broad range of clients and stakeholders. 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 mission critical intelligence. Achieving national consistency, from a legislative and administrative perspective, 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. We fulfil our regulator role in line with the principles of regulator best practice and the direction set out for the agency in a Statement of Expectations by the Attorney-General and a corresponding Statement of Intent by our CEO. The current statements are provided in Appendix A.

People and culture

Attracting, retaining and developing people will be a key focus for the ACIC over the next 4 years. The skilled labour market is highly contested and we are exploring new ways to demonstrate that we are an employer of choice as we continue to compete in that market.

We operate in an environment with unique requirements to protect our people, information and tradecraft.

We value our people and remain committed to identifying ways to retain and develop our talent and grow as an agency that is the trusted source of mission critical intelligence.

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

Our agency is entrusted with special powers enabling us to effectively work with our partners to combat serious crime threats to Australia. Security and integrity are critical to using these powers and delivering our required outcome to government, our partner agencies, and more broadly, the public.

Partnerships

We cannot achieve our vision and purpose without the support of and collaboration with 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, in Australia and overseas.

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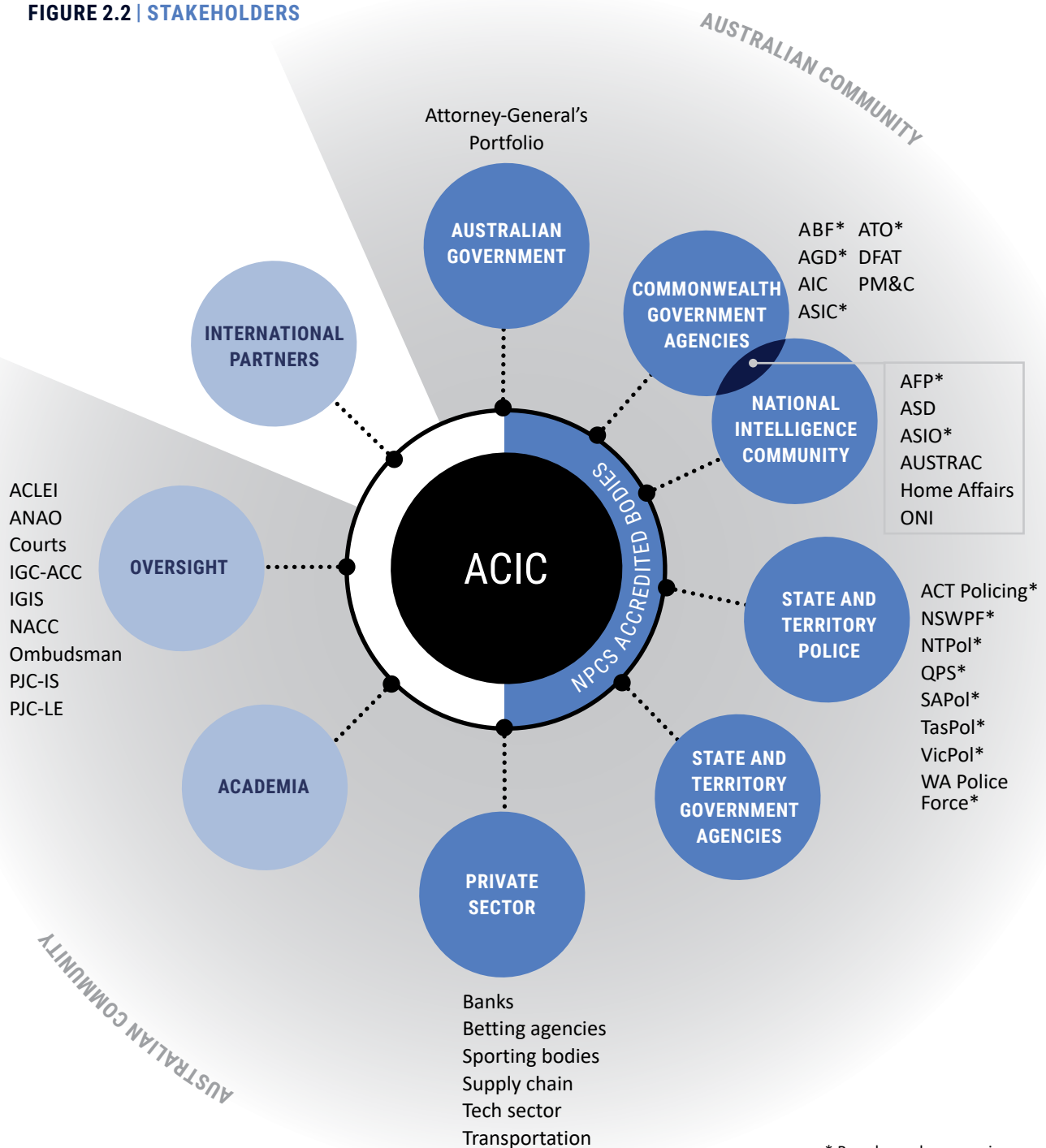
Our stakeholders include:

▶ **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 crime threats, 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 crime threats is coordinated across government.

▶ **Commonwealth 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 crime threats in Australia. The heads of a number of Australian Government agencies are members of the ACIC Board.

▶ **National Intelligence Community** – We are a trusted source of mission critical intelligence within the National Intelligence Community. We leverage our unique powers under the ACC Act to contribute to joint efforts to keep Australia safe.

▶ **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 reduce opportunities for criminal activity, strengthen regulations or disrupt criminal activity.

▶ **International agencies** – We work in collaboration with international law enforcement and intelligence agencies and leverage those relationships to support our response to serious crime threats to Australia. The ACIC is a member of a number of international law enforcement and intelligence groups.

▶ **Private sector** – We rely on private sector partners to support the delivery of national policing information 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 crime threats to Australia.

▶ **Oversight bodies** – We are properly subject to external oversight, to make that sure the agency 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 2.2 illustrates the connections between our key stakeholder groups.

FIGURE 2.2 | STAKEHOLDERS

AUSTRALIAN COMMUNITY

Attorney-General's
Portfolio

**AUSTRALIAN
GOVERNMENT**

**INTERNATIONAL
PARTNERS**

**COMMONWEALTH
GOVERNMENT
AGENCIES**

ABF*   ATO*
AGD*   DFAT
AIC   PM&C
ASIC*

**NATIONAL
INTELLIGENCE
COMMUNITY**

AFP*
ASD
ASIO*
AUSTRAC
Home Affairs
ONI

ACLEI
ANAO
Courts
IGC-ACC
IGIS
NACC
Ombudsman
PJC-IS
PJC-LE

OVERSIGHT

ACIC

NPCS ACCREDITED BODIES

**STATE AND
TERRITORY
POLICE**

ACT Policing*
NSWPF*
NTPol*
QPS*
SAPol*
TasPol*
VicPol*
WA Police
Force*

ACADEMIA

**STATE AND
TERRITORY
GOVERNMENT
AGENCIES**

**PRIVATE
SECTOR**

AUSTRALIAN COMMUNITY

Banks
Betting agencies
Sporting bodies
Supply chain
Tech sector
Transportation

* Board member agencies

ABF	Australian Border Force	ATO	Australian Taxation Office	NTPol	Northern Territory Police
ACLEI	Australian Commission for Law Enforcement Integrity	AUSTRAC	Australian Transaction Reports and Analysis Centre	ONI	Office of National Intelligence
ACT Policing	Australian Capital Territory Policing	DFAT	Department of Foreign Affairs and Trade	PJC-IS	Parliamentary Joint Committee on Intelligence and Security
AFP	Australian Federal Police	Home Affairs	Department of Home Affairs	PJC-LE	Parliamentary Joint Committee on Law Enforcement
AGD	Attorney-General's Department	IGC-ACC	Inter-Governmental Committee on the Australian Crime Commission	PM&C	Department of the Prime Minister and Cabinet
AIC	Australian Institute of Criminology	IGIS	Inspector-General of Intelligence and Security	QPS	Queensland Police Service
ANAO	Australian National Audit Office	NACC	National Anti-Corruption Commission	SAPol	South Australia Police
ASD	Australian Signals Directorate	NSWPF	New South Wales Police Force	TasPol	Tasmania Police
ASIC	Australian Securities and Investments Commission			VicPol	Victoria Police
ASIO	Australian Security Intelligence Organisation			WA Police Force	Western Australia Police Force

Resourcing, legislative and policy environment

We work with the Australian Government and our partners to ensure our strategic objectives are aligned with current and emerging policy directions and underpinned by appropriate legislation and effective resourcing.

RESOURCING

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

The ACIC receives funds in 2 broad categories: appropriations from the Australian Government and own-source revenue.

As is the case for most government agencies, the annual appropriations that the ACIC receives are subject to efficiency dividends, indexation adjustments (up and down) and targeted savings measures.

The ACIC appropriation is forecast to decrease by 34% in 2024–25 as a result of 6 government measures terminating at the end of 2023–24. The termination of those measures, without any additional appropriation, would impact the ACIC's ability to work with international and domestic partners to provide mission critical intelligence and keep the Australian community safe.

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 cover the costs of delivering specific services and outcomes. Such funds are managed via memorandums of understanding and are on a cost recovery basis.

The vast majority of the ACIC's own-source revenue is generated by 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 variable nature of the revenue, which is dependent on the volume of police checks, means that the ACIC's resources fluctuate from year to year. The ACIC adjusts its operational outputs to manage within the funding available each year.

The constrained financial outlook may impact the ACIC's ability to continue to uplift capability for both intelligence and national policing information systems and services functions.

The threat to the Australian public and economy from far-reaching and complex transnational serious crime threats is increasing. Criminals are becoming savvier with the use of cutting-edge technology, and are well resourced to take advantage of new non-traditional methods of operating. The ACIC needs to remain at the forefront of advances to combat these individuals and organisations, which is becoming more challenging in the constrained fiscal environment.

LEGISLATION AND POLICY

The ACIC advocates, and participates in, the development, implementation and evaluation of organisational powers and statutory functions to ensure, enduring, fit-for-purpose legislation and policy.

We work with government, the intelligence community and law enforcement partners to inform the current and future legislative and policy environment. The ACIC's functions under the ACC Act and other enabling legislation need to keep pace with the evolving criminal environment.

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 strategic objectives and operate effectively with our law enforcement and agency partners and as part of the National Intelligence Community.

FRAMEWORK

Our risk management framework facilitates our compliance with the 2023 Commonwealth Risk Management Policy, the PGPA Act, and the international standards set out in the ISO 31000:2018 Risk Management – Guidelines.

Our Risk Management Policy and Procedures guide and enhance our risk culture by clearly articulating desired behaviours, the agency's risk appetite, and relevant accountabilities.

Our Risk Management Policy and Procedures also embed risk management into agency planning, reviewing and monitoring processes, and support proactive management of risk as part of our 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.

RISKS AND RISK APPETITE

As shown in Figure 2.3, the ACIC's risk domains are Intelligence, Operations and Capability; People; Governance; Safety and Security; Technology; and Delivery.

FIGURE 2.3 | RISK DOMAINS

Across the 6 risk domains, our current 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.

The ACIC's risk appetite is set by the CEO and directs the acceptance, treatment and escalation of risk, dependent on the nature of the objectives. Accordingly, the risk appetite is variable across and within the risk domains.

Overall, the ACIC has a low to medium appetite for risk; however, it allows a higher appetite for risks relating to innovation and intelligence operations risks that require an optimal risk-taking position to meet intelligence outcomes based on the operational context.

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 (a Domain Risk Lead) 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 register. The Chief Risk Officer is the person occupying the position of Chief Operating Officer.

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 Domain Risk Leads to assess enterprise risks and the effectiveness of control frameworks through the use of bow tie analyses, risk records, and improvement plans. These assessments enable identification of control gaps or control improvements required to bring enterprise risks rated above our tolerance levels back to an acceptable level.

Risk governance oversight is provided by the agency's Commission Executive Committee (CEC) 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. Enterprise risk updates are a standing agenda item for all relevant committees. In addition, our internal audit function provides independent assurance on the effectiveness of the agency's risk and internal control framework.

Figure 2.4 shows how risk management is embedded at all levels of decision-making in the agency.

**FIGURE 2.4 | RISK MANAGEMENT ACROSS THE ORGANISATIONAL STRUCTURE**
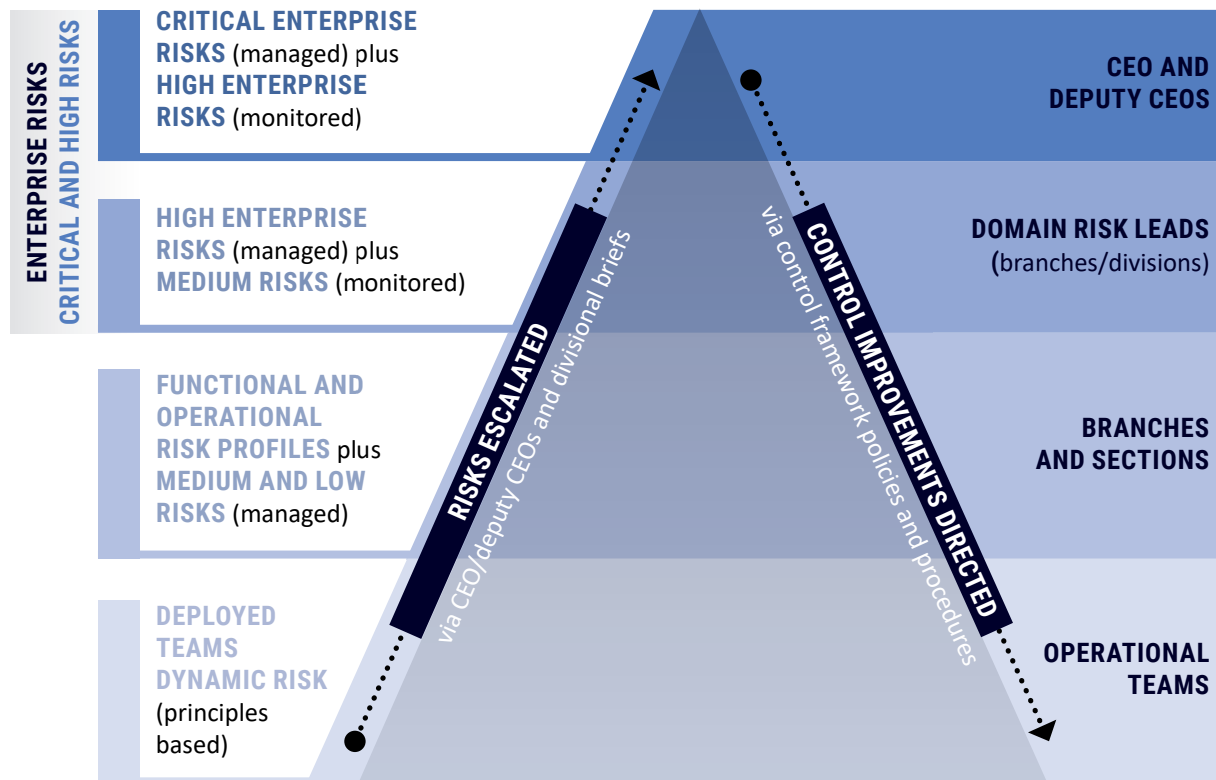
ENTERPRISE RISKS

'Enterprise risks' are those that are assessed as being critical or high and are escalated to be managed at the CEO and deputy CEO level or divisional levels, within their relevant risk domain and subject to specified timeframes. We maintain a dynamic register of enterprise risks that is reviewed regularly and updated when necessary.

Our enterprise risk accountability model embeds risk management into the decision-making of all executives. As shown in Figure 2.5, the model requires enterprise risks to be actively managed, presented, reviewed and endorsed by the relevant senior management committee (Intelligence, Management, Coordination and Control Committee, Corporate Committee and Investment and Delivery Committee) prior to being reported to the CEC and Audit Committee.

This model ensures enterprise risks are reviewed by subject matter experts, who may already be managing risks in their area and are able to advise on the appropriateness of the current enterprise risks, risk ratings, control frameworks and action plans. It also positions the relevant committee to better identify and monitor emerging risks.

Deep dives of selected enterprise risks are presented to relevant senior management committees to facilitate risk transparency, constructive dialogue, and a positive risk culture from the executive level. Any new emerging risks are raised and discussed by the relevant committees to promote proactivity in identifying and preparing for eventuating threats.

FIGURE 2.5 | ENTERPRISE RISK ACCOUNTABILITY MODEL
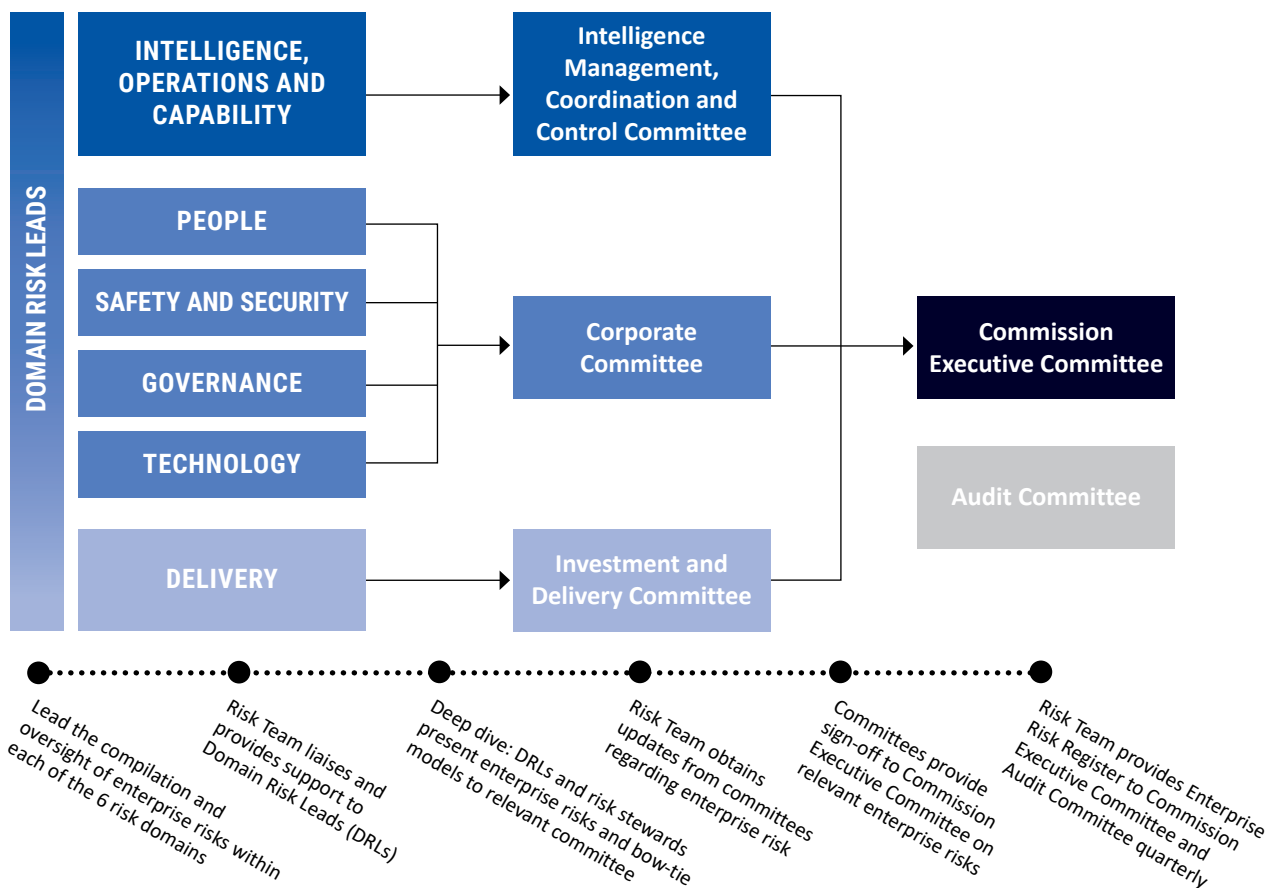
CAPABILITY

Risks that are not assessed as being critical or high are managed within relevant branches, sections and operational teams. Risks shared with other agencies and partner organisations are identified and managed through formal agreements.

All staff are responsible for engaging with risk positively and ensuring objectives are achieved through the effective management of uncertainty. We do this through:

▶ mandatory online risk training to equip staff at Australian Public Service levels 6 and above to understand and fulfil their risk responsibilities, provided to new staff at induction and existing staff through refreshers

▶ targeted training and workshops provided by the Risk Team to staff holding key risk roles and business areas requiring assistance in completing risk assessments

▶ Senior Executive Service level risk training workshops provided by Comcover

▶ a Risk Community of Practice forum to promote collaboration and development of capabilities for effective and contemporary risk management based on best practice, and embedding of the risk framework across the ACIC.

FUTURE INITIATIVES

We have identified 2 key areas for improvement in ACIC risk management:

1. Enhance the quality and consistency of how controls are rated for effectiveness across the agency, to standardise understanding of effectiveness rating definitions This will be progressed by providing staff with further support and training to utilise the ACIC's newly developed Control Effectiveness Rating Guide while performing risk assessments.

2. Enhance the ACIC's risk culture to help realise the desired positive risk attitudes and behaviours outlined in our Risk Management Policy and Procedures. This will be progressed by using data insights from a risk culture survey we conducted in 2022 and other input received from internal and external stakeholder consultations, to baseline our current risk culture state and develop a risk culture improvement plan.

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 by the ACIC Board.

We continue to evolve our capabilities in response to the challenges and risks that arise from our operating context, and the opportunities we identify through engagement with our partners.

Strategic capabilities

Our strategic capabilities ensure our ability to deliver mission critical intelligence.

Our partnerships across the National Intelligence Community and the law enforcement community position us well to deliver insightful criminal intelligence. We are continuing to build strategic relationships with our international partners, as we consider our international footprint in response to the dynamic, global nature of the criminal environment.

We use relevant engagement and advisory frameworks to ensure accountability and support our decision-making.

We have significant intelligence and law enforcement data sets and leverage digitisation to enhance our intelligence offerings.

To enhance our strategic capabilities over the next 4 years, we plan to:

▶ strengthen our relationships with partners, including internationally
▶ solidify the ACIC's value to the National Intelligence Community
▶ embed capability life cycle management and investment planning
▶ enhance access to and insights from enterprise data and analytics.

Core capabilities

Our core capabilities align critical processes, resources and technologies to deliver value.

These capabilities include tradecraft, methodologies and tools to support the development of criminal intelligence. The ACIC identifies criminal activity through covert methods, including technical and human intelligence, and through examinations using our legislated powers.

Bulk data analytics also plays a critical role in developing criminal intelligence insights. The ACIC has unique powers to compel the production, collection and retention of data. The agency also builds analytics tools for analysts and investigators, so that they can harness our data holdings in an efficient and effective way.

We provide intelligence and information services to support our intelligence and law enforcement partners to combat serious crime threats. We provide frontline, biometric and forensic, and criminal intelligence services to Australian police forces and other crime and corruption bodies. 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.

The ACIC also conducts criminal intelligence assessments as part of the background checking process for the Aviation Security Identification Card (ASIC) and Maritime Security Identification Card (MSIC) schemes. This capability complements the nationally coordinated criminal history checks that we provide through the NPCS to support employment or entitlement decisions and help keep the community safe.

To enhance our core capabilities over the next 4 years, we plan to:

▶ embed NCIS as a core information-sharing platform

▶ uplift our intelligence capability for policy and strategic impact

▶ enhance our capacity for offshore, upstream transnational serious and organised crime efforts and capacity building

▶ optimise our intelligence value stream for timeliness, quality and impact

▶ modernise the NPCS

▶ rationalise our national policing information enterprise, and enhance national policing information architecture to meet future demands

▶ achieve more agile and customer-focused product delivery through user-centred design

▶ better incorporate data as a service to partners.

Enabling capabilities

Our enabling capabilities support the agency to deliver mission critical intelligence.

We work with government, the intelligence community and law enforcement partners to influence the current and future legislative and policy environment. The agency's functions under the ACC Act, and other enabling legislation, need to keep pace with the evolving criminal environment.

Integrity and compliance are key to our culture and our use of the unique set of powers with which we are entrusted. We have expertise, guidelines and training in place to ensure that our work complies with legislation and external and internal policies, so that the Australian Government, our partner agencies and the wider community can continue to have confidence in us.

We are continuing to build a workforce that reflects the diversity of the community we serve. We are committed to creating an environment that promotes wellness and respects and values the expertise, experiences and capabilities of all our people. We recruit and develop an agile and high-performing workforce, enhancing our capability to deliver on our strategic direction and priorities.

To help us develop, align and prioritise our actions to achieve our workforce vision to 2025, we have identified the following workforce objectives:

1. Our workforce is aligned to ACIC objectives.

2. We have a strong and collaborative workforce culture.

3. We are highly skilled and continuously improving.

4. Our workforce represents our community.

5. Our workforce is resilient and sustainable.

Our ICT systems are crucial to our delivery of services to internal and external stakeholders. We will continue to uplift our technology capability and ICT systems to ensure they are modern and effective against the evolving cyber threat and the increasingly online nature of organised crime. We will also continue to invest in cutting-edge intelligence methods and techniques to get ahead of global, regional and domestic criminal threats.

To enhance our enabling capabilities over the next 4 years, we plan to:

▶ deliver secure, responsive and sustainable ICT services and mature ICT management

▶ foster a modern digital workplace with data-centric workforce management and a data-literate workforce

▶ adopt a compliance framework supporting dynamic, high-risk activity

▶ contribute to policy formulation to ensure that our legislation is fit for purpose

▶ develop integrated systems to harness enterprise intelligence

▶ provide world-leading training in intelligence tradecraft.

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 categories:

▶ criminal intelligence
▶ national information services
▶ National Police Checking Service.

This section of the corporate plan describes our performance framework and sets out the performance measures for each key activity. More information on the method of measuring performance is provided in Appendix B.

Performance framework

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 the wider community, and assists 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.
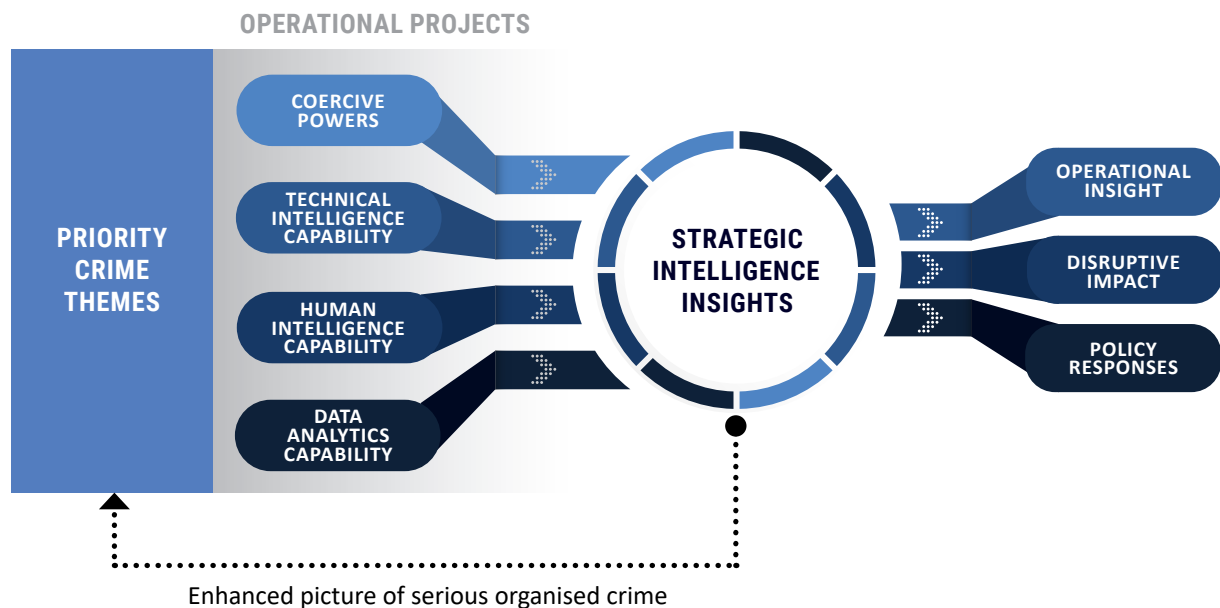
Criminal intelligence

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

▶ making Australia hostile to serious crime threats through discovering and targeting criminal threats and delivering intelligence insights
▶ providing timely and targeted intelligence products to inform government and industry and fill strategic information gaps
▶ supporting broader intelligence and law enforcement operations and government objectives.

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 impact strategies for high-threat criminal targets, generate operational insights, and identify opportunities for legislative, regulatory and policy reform that harden the environment against criminal exploitation.

FIGURE 4.1 | CRIMINAL INTELLIGENCE OPERATING MODEL

Enhanced picture of serious organised crime

The ACIC Board determines the national criminal intelligence priorities, which direct our work and influence the work of our partners on serious crime threats. 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:

- criminal networks
- cybercrime
- firearms
- illicit drugs
- illicit tobacco
- national security
- serious financial crime
- victim-based crime.

The board also authorises, by determination, special ACIC operations and special ACIC investigations to occur. Special ACIC operations focus on gathering, analysing and disseminating intelligence on a particular criminal activity, but also have an investigative component. 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 persons of interest under oath or affirmation and compel the production of documents or things connected with a special ACIC operation or a special ACIC investigation. The coercive powers also include the ability to direct a person or entity to produce documents or things, such as data, under notice.

The ACIC has established a capability to conduct criminal intelligence assessments as part of the background checking process for the ASIC and MSIC schemes. The legislated function for conducting criminal intelligence assessments came into effect on 22 June 2022.

The schemes are intended to 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 ACIC is required to assess whether, based on intelligence and information available to the ACIC, a certain person may commit, or may assist another person to commit, a serious and organised crime, for the purpose of determining that person's eligibility to hold an ASIC or MSIC.

We will trial performance measures for the new capability internally in 2023–24, before incorporating them into the agency's formal performance measures in 2024–25.

The performance measures for criminal intelligence delivery are shown in Table 4.1. The results of these performance measures will be reported in the ACIC Annual Report 2023–24.

TABLE 4.1 | CRIMINAL INTELLIGENCE PERFORMANCE MEASURES 2023–24 TO 2026–27

Performance criterion	Measure	Target
1 | The ACIC discovers and targets current and evolving criminal threats to Australia.	Number of high-threat criminal targets identified.	High-threat criminal targets are identified
	Proportion of high-threat criminal targets impacted.	High-threat criminal targets are impacted
	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
	Percentage of intelligence products derived from the ACIC's core capability pillars.	Intelligence products are derived from the ACIC's core capability pillars
	Percentage 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 times that intelligence products were disseminated	≥ 4-year average
	Number of partners receiving disseminations	≥ 4-year average
	Number of times that products were disseminated to ACIC Board agencies, non-board agencies and international partners	≥ 4-year average
4 | ACIC intelligence facilitates a response to criminal activity affecting Australia.	Number of disruptions recorded	≥ 4-year average
	Number of joint projects initiated	Joint projects are initiated, to be benchmarked against the 4-year average in 2024–25
	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 identified opportunity for 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
	Stakeholders agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment.	82% of stakeholder survey respondents, increasing by 2% per year to 88% in 2026–27
	Stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia.	82% of stakeholder survey respondents, increasing by 2% per year to 88% in 2026–27

Detailed information on the performance measures and methodology is included in Appendix B.

National information services

It is essential to have effective and efficient information-sharing services to support the operational law enforcement officers who protect the Australian community. We provide national information 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 our partners with the information they need to investigate, solve and prevent crimes:

▶ **Frontline systems** – These systems enable police agencies and accredited users to rapidly access and share essential 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 and accredited users from courts to find information on domestic violence orders and managing child sex offenders.

▶ **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.

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 ICT teams provide 24/7 support for national 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 national information systems and services are shown in Table 4.2. The results of these performance measures will be reported in the ACIC Annual Report 2023–24.

TABLE 4.2 | NATIONAL INFORMATION SERVICES PERFORMANCE MEASURES 2023–24 TO 2026–27

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 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 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.	91% of stakeholder survey respondents, increasing by 1% per year to 94% in 2026–27
	Stakeholders agree or strongly agree that ACIC national policing information systems are reliable.	82% of stakeholder survey respondents, increasing by 2% per year to 88% in 2026–27
	Stakeholders agree or strongly agree that ACIC national policing information systems meet the needs of their organisation.	82% of stakeholder survey respondents, increasing by 2% per year to 88% in 2026–27

Detailed information on the performance measures and methodology is included in Appendix B.

National Police Checking Service

The NPCS administers access to nationally coordinated criminal history checks for accredited bodies and Australian police agencies.

This service 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 various forms of licensing and registration.

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 2021–22, more than 6.7 million checks were processed and more than 2.7 million checks were referred to our police partners for assessment.

The ACIC's role in regulating accredited bodies is subject to the performance expectations and arrangements described in the Australian Government Resource Management Guide 128, *Regulator Performance*. Our performance measures reflect the principles of regulator best practice set out in the guide, as indicated in Appendix B.

We provide induction programs for bodies prior to granting them access to the NPCS system.

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 provide education while effectively managing risk and minimising the regulatory burden.

The performance measures for the delivery of the NPCS are shown in Table 4.3. The results of these performance measures will be reported in the ACIC Annual Report 2023–24.

TABLE 4.3 | **NATIONAL POLICE CHECKING SERVICE PERFORMANCE MEASURES 2023–24 TO 2026–27**

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 and non-urgent checks	Board-agreed benchmarks
**13	The ACIC and 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	10% of accredited bodies are audited
	ACIC accredited bodies comply with obligations	Noncompliance trends downward

Detailed information on the performance measures and methodology is included in Appendix B.

APPENDIX A | STATEMENTS OF REGULATORY EXPECTATIONS AND INTENT

This appendix shows the current ministerial Statement of Expectations, provided by the Attorney-General, the Hon Mark Dreyfus KC MP, on 9 March 2023, and the corresponding ACIC Statement of Intent, provided by Mr Matt Rippon, Acting Chief Executive Officer, on 14 April 2023.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION
STATEMENT OF EXPECTATIONS – 2023

Ministerial Statements of Expectations provide greater clarity about government policies and objectives relevant to the regulator in line with its statutory objectives, and the priorities the Minister expects it to observe in conducting its operations. As the responsible Commonwealth Minister for the Australian Criminal Intelligence Commission under the *Australian Crime Commission Act 2002 (Cth),* this statement sets out my expectations of the Australian Criminal Intelligence Commission (ACIC).

Overview

The ACIC protects Australia from serious criminal threats through coordinating a strategic response and collecting, assessing and disseminating intelligence and policing information.

Under *the Australian Crime Commission Act 2002 (Cth)*, the ACIC's functions are to:

- 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 crime
- provide and maintain systems that allow information sharing for police and law enforcement agencies
- provide nationally coordinated criminal history checks.

The Government recognises and respects the independence of the Chief Executive Officer of the ACIC and their responsibility for regulation of the National Police Checking Service (NPCS), which allows people to apply for a Nationally Coordinated Criminal History and facilitates over six million checks per year. I expect the ACIC to exercise its functions and powers in good faith and to the best of its ability.

The Government's policy priorities and objectives

In addition to the core functions noted above, the Government expects the ACIC to observe and contribute to the following Government priorities and objectives.

REGULATORY REFORM AGENDA

The Government's regulatory reform agenda is a key component of the Government's plan to support economic recovery by working with States and Territories to effect regulatory reform to reduce duplication and boost productivity, and to account for impacts of regulation on individuals (not just businesses). Ensuring our regulatory settings are the best they can be helps boost productivity and competitiveness and supports well-functioning markets, business investment, job creation and growth.

Under the regulatory reform agenda, the Australian Government is also focusing on improving regulator performance, capability and culture through regulatory stewardship.

I expect the ACIC to contribute to the regulatory reform process by:

▶ seeking opportunities to remove duplication and streamline processes in order to improve efficiency and lift productivity,

▶ acting in accordance with regulator best practice in its decision-making, policies, processes and communication practices, in order to maximise transparency and minimise compliance costs,

▶ applying the Regulator Performance Resource Management Guide to its regulatory functions to assess its performance and engagement with stakeholders,

▶ incorporating regulator performance reporting into the entity's reporting processes, as required by the *Regulator Performance Resource Management Guide (December 2022)* under the *Public Governance, Performance and Accountability Act 2013* and *Public Governance, Performance and Accountability Rule 2014*, in order to support greater transparency and accountability of regulator performance.

PRINCIPLES OF REGULATOR BEST PRACTICE

Under the Regulator Performance Resource Management Guide (December 2022), the principles of regulator best practice are:

1. **Continuous improvement and building trust**: regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia's regulatory settings.

2. **Risk-based and data-driven**: regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology, to support those they regulate to comply and grow.

3. **Collaboration and engagement**: regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

Consequently, I expect the ACIC to:

▶ seek opportunities to engage and consult genuinely with stakeholders

▶ be receptive to feedback and diverse stakeholder views

▶ seek to increase transparency in decision-making processes

▶ provide up-to-date, clear and accessible guidance and information to assist regulated entities with compliance

▶ further improve the usability of the NPCS

▶ work closely and collaboratively with Commonwealth, state and territory policing agencies to achieve national consistency, from the legislative and administrative perspectives, for police checking.

I expect the ACIC to embed and act in accordance with the Government's principles of regulator best practice when conducting its operations, as well as strive for continuous improvement against these principles.

In exercising its functions and powers in accordance with these principles, I expect the ACIC to:

▶ remain committed to continuous improvement in its processes and capabilities

▶ continue building public confidence in Australia's regulatory settings

▶ continue adopting a risk-based and transparent approach to regulation and decision-making

▶ leverage data and digital technology to inform its approach to compliance and enforcement.

INNOVATION AND REGULATORY CHANGE

I expect the ACIC to continually monitor the environment it operates in to ensure that regulatory approaches keep pace with changes in technology, industry practices and community expectations. I also expect the ACIC to regularly review and, where necessary, adjust policies, protocols and operating procedures, to ensure it can respond to the changing social, technological and commercial context in which it operates.

RELATIONSHIP WITH MINISTER AND PORTFOLIO

The ACIC plays an essential role in ensuring that I, as the minister responsible for the ACIC, and the Government, are well placed to respond promptly to community safety by delivering timely information as requested, through the NPCS, to support employment decisions. The Attorney-General's Department (the department) also supports and advises me by providing advice on policy development and the performance of the portfolio's regulatory systems. The department takes into account the knowledge and expertise of the ACIC when considering changes to policy and legislation that impact on community safety through the NPCS.

Accordingly, I expect the ACIC to work collaboratively with the department to provide accurate and timely policy advice on significant issues relating to strengthening community safety by supporting employment decisions, through the NPCS.

As the responsible Minister, I will provide an enabling environment for the ACIC to consistently implement best practice by ensuring you are well informed of the Government's policy direction, as specific initiatives and strategies are being considered.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION
STATEMENT OF INTENT – APRIL 2023

This statement sets out my intentions as the accountable authority of the Australian Criminal Intelligence Commission (ACIC) regarding how I will meet the expectations outlined by the Attorney-General under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* in the Ministerial Statement of Expectations of November 2022.

Overview

The ACIC protects Australia from serious criminal threats by collecting, assessing and disseminating intelligence and policing information.

Under the *Australian Crime Commission Act 2002 (Cth)*, the ACIC's functions are to:

▶ 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 crime

▶ provide and maintain systems that allow information sharing for policing and law enforcement agencies; and

▶ provide nationally coordinated criminal history checks.

I appreciate the recognition and respect of the Government for the independence of my role as acting Chief Executive Officer of the ACIC and my responsibility for regulation of the National Police Checking Service (NPCS). The NPCS allows people to apply for a Nationally Coordinated Criminal History Check and facilitates over 6 million checks a year. As the accountable authority, I will ensure the ACIC exercises its functions and powers in good faith and to the best of its ability.

PRINCIPLES OF REGULATOR BEST PRACTICE

I note the principles of regulator best practice, being:

1. **Continuous improvement and building trust:** regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia's regulatory settings.
2. **Risk-based and data-driven:** regulators maintain essential safeguards, using data and digital technology to manage risks proportionately to minimise regulatory burden and to support those they regulate to comply and grow.
3. **Collaboration and engagement:** Open, transparent and consistent engagement with stakeholders, including industry, government and the broader community, is crucial to maintaining competent and innovative regulatory practices.

I will ensure the ACIC adheres to these principles by:

▶ seeking opportunities to engage and consult genuinely with stakeholders;
▶ being receptive to feedback and diverse stakeholder views;
▶ seeking to promote transparency in decision-making processes;
▶ providing up-to-date, clear and accessible guidance and information to assist regulated entities with compliance;
▶ further improving the usability of the NPCS; and
▶ working with Commonwealth, state and territory policing agencies to achieve national consistency, from the legislative and administrative perspectives, for police checking.

I will ensure the ACIC acts in accordance with the Government's principles of regulator best practice when conducting its operations, as well as striving for continuous improvement against these principles.

In exercising its functions and powers in accordance with these principles, I will ensure the ACIC:

▶ remains committed to continuous improvement in its processes and capabilities;
▶ continues to build public confidence in Australia's regulatory settings;
▶ continues to adopt a risk-based and transparent approach to regulation and decision-making; and
▶ leverages data and digital technology to inform its approach to compliance and enforcement.

INNOVATION AND REGULATORY CHANGE

I will ensure the ACIC continually monitors the environment we operate in to ensure regulatory approaches keep pace with changes in technology, industry practices and community expectations. I will also ensure the ACIC regularly reviews and, where necessary, adjusts policies, protocols and operating procedures, to ensure we can respond to the changing social, technological and commercial context in which it operates.

The Government's policy priorities and objectives

In addition to the core functions noted above, the ACIC will observe and contribute to the following Government priorities and objectives.

REGULATORY REFORM AGENDA

I note that the Deregulation Agenda is a key component of the Government's plan to support economic recovery by working with States and Territories to effect regulatory reform to reduce duplication and boost productivity, and to account for impacts of regulation on individuals (not just businesses). Ensuring our regulatory settings are the best they can be helps boost productivity and competitiveness and supports well-functioning markets, business investment, job creation and growth.

Under the Deregulation Agenda, the Australian Government is taking a whole-of-government approach to regulatory policy. This will focus on reducing barriers affecting Australia's productivity growth and competitiveness. It will also ensure regulations are well designed, fit-for-purpose and support businesses to grow and create jobs.

The ACIC will continue to contribute to the deregulation process by:

▶ seeking opportunities to remove duplication and streamline processes in order to improve efficiency and lift productivity;

▶ acting in accordance with regulator best practice in its decision-making, policies, processes and communication practices, in order to maximise transparency and minimise compliance costs;

▶ applying the *Regulator Performance Guide July 2021* to its regulatory functions to assess its performance and engagement with stakeholders; and

▶ incorporating regulator performance reporting into the entity's reporting processes, as required under the *Public Governance, Performance and Accountability Act 2013* and *Public Governance, Performance and Accountability Rule 2014*, in order to support greater transparency and accountability of regulator performance.

RELATIONSHIP WITH MINISTER AND PORTFOLIO

I acknowledge the essential role the ACIC plays in ensuring that you, as the Minister responsible for the ACIC, and the Government, are well placed to respond promptly to community safety by delivering timely information as requested, through the NPCS, to support employment and entitlement decisions.

I note that the AttorneyGeneral's Department (the department) also supports and advises you by providing advice on policy development and the performance of the portfolio's regulatory systems. The department takes into account the knowledge and expertise of the ACIC when considering changes to policy and legislation that impact on community safety through the NPCS.

Accordingly, I will ensure the ACIC continues to work collaboratively with the department to provide accurate and timely policy advice on significant issues relating to strengthening community safety by supporting employment decisions, through the NPCS.

I appreciate that you, as the responsible Minister, will provide an enabling environment for the ACIC to consistently implement best practice by ensuring we are well informed of the Government's policy direction, as specific initiatives and strategies are being considered.

APPENDIX B | PERFORMANCE MEASUREMENT METHODOLOGY

This appendix provides details of the measurement methodology for each of the 13 criteria in the ACIC's performance framework for 2023–24.

Criminal intelligence

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

Measure	Definition	Method	Rationale
Number of high-threat criminal targets identified	High-threat criminal targets – Australian Priority Organisation Targets (APOTs) and Regional Priority Organisation Targets (RPOTs) – and transnational serious and organised crime networks are identified.	The number of identified criminals operating at the APOT/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 threats impacting Australia.
Proportion of high-threat criminal targets impacted	High-threat criminal targets (APOTs and RPOTs) and transnational serious and organised crime networks are impacted. The impact leads to a reduction of the leadership, capabilities and/or intent of an APOT/RPOT network, with and through partners, such that the network is no longer deemed to be impacting Australia at the APOT or RPOT level.	The number of identified criminals operating at the APOT/ RPOT level is tracked monthly by spreadsheet. The removal of APOTs and RPOTs is also recorded.	Recording the proportion of APOTs and RPOTs that were impacted with ACIC involvement enables 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.

PERFORMANCE CRITERION 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 is extracted from the ACIC's database. 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.
Percentage of intelligence products derived from the ACIC's core capability pillars	This measure captures the percentage of intelligence products produced from the work of the ACIC under the core capability pillars. These pillars are coercive powers, technical intelligence, human intelligence and data analytics. Some products relate to multiple sources, and the total figure may be higher than the overall number of unique intelligence products.	Data on products produced from use of our coercive powers, technical intelligence, and human intelligence and as a result of ACIC data analytics is extracted from the ACIC's database. The data includes only products that are disseminated.	The core capability pillars are interconnected elements that inform one another to derive maximum strategic insights to inform disruption strategies and opportunities. The number of intelligence products derived under our pillars 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 is extracted from the ACIC's database. 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 our products better inform our partners and stakeholder agencies.

PERFORMANCE CRITERION 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 finalised	A request for information is any formal request that the ACIC received for information on our intelligence products and/or firearms, excluding trace requests. Each request received is considered and the ACIC's ability to respond is determined.	Data is extracted from the ACIC's database. 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 times that intelligence products were disseminated	The number of times that ACIC intelligence products were disseminated to partners and stakeholder agencies. The number includes the times that new products are disseminated and the times that existing products are additionally disseminated. 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. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	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. 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 times that products were disseminated to ACIC Board agencies, non-board agencies and international partners	The number of times that ACIC intelligence products were disseminated to ACIC Board agencies, non-board agencies and international partners.	Data is extracted from the ACIC's database. 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.

PERFORMANCE CRITERION 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 result in a significant impact, but not the complete disruption or dismantling of a crime organisation.	Data is extracted from the ACIC's database. The complete dataset is extracted at the end of the financial year and verified by responsible business areas.	Recording the number of disruptions the ACIC has contributed to enables us to measure our ability to make Australia hostile to criminal exploitation.
Number of joint projects initiated	The number of joint projects the ACIC undertakes with a partner or partners that arise as a result of ACIC intelligence. Joint projects include Joint Project Proposals, referrals or formal agreements.	Data is extracted from an internal tracking spreadsheet.	Joint projects 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.	Case studies illustrate the ACIC's response to criminal activity affecting Australia.

PERFORMANCE CRITERION 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 identified opportunity for legislative, policy or regulatory reform	A case study of an intelligence product that resulted in an operational outcome or identified opportunity for legislative, policy or regulatory reform.	Case study topics are provided by intelligence areas quarterly for internal tracking. A case study which has ceased to be operationally sensitive or classified, is included in public reporting.	Case studies illustrate how the ACIC is helping to make Australia more hostile to crime.

PERFORMANCE CRITERION 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 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.
Stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia			

National information services

PERFORMANCE CRITERION 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, based on board-agreed benchmarks.	Data is captured through our IT ticketing system.	Measuring reliability demonstrates that ACIC systems are reliable and complements the system availability measure.

PERFORMANCE CRITERION 8
ACIC information systems provide useful information to partners.

Measure	Definition	Method	Rationale
Number of users	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.
Number of searches performed			
Number of positive data matches	The number of data hits reflects the number of times a search has resulted in a hit.	Data is captured through reports from each system, monitored through an internal dashboard.	Data matches indicate that the systems provide useful services to partners.

PERFORMANCE CRITERION 9
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.

PERFORMANCE CRITERION 10
Stakeholders are satisfied that the national 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 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.
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			

National Police Checking Service

PERFORMANCE CRITERION 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 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, based on the board-agreed benchmark.	Data is captured through our IT ticketing system and reported through an internal dashboard.	Measuring reliability demonstrates that the service is reliable and complements the system availability measure.

PERFORMANCE CRITERION 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 and non-urgent checks	This measure reflects the timeliness for 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.

PERFORMANCE CRITERION 13
The ACIC and 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	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. This approach reflects 2 principles of regulator best practice: ▶ Risk based and data driven ▶ Collaboration and engagement.
ACIC accredited bodies comply with obligations	The number of accredited bodies breaching obligations trends down, tracked over 5 years.	Information on compliance is provided by the National Police Checking Service.	This indicates that our education and compliance programs are effective, and that accredited bodies are fully aware of their obligations under their agreements. This approach reflects 3 principles of regulator best practice: ▶ Continuous improvement and building trust ▶ Risk based and data driven ▶ Collaboration and engagement.

APPENDIX C | REVISIONS TO THE ACIC'S PERFORMANCE MEASURES

The ACIC reviews performance metrics annually to ensure they remain fit for purpose and accurately capture the performance of the ACIC. This appendix summarises the changes to the ACIC's performance measures.

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

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Identification of high-risk criminal targets	**Number of high-threat criminal targets identified**	Refinements made to reframe measure wording
Disruption of high-risk criminal targets	**Proportion of high-threat criminal targets impacted**	Refinements made to reframe measure wording and to clarify the definition of the measure

PERFORMANCE CRITERION 2
The ACIC produces criminal intelligence products to better inform partners and stakeholder agencies.

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Proportion of ACIC examinations that generate intelligence insights	**Not applicable**	Measure removed as the methodology for this measure does not fully capture the insights that are generated from examinations
Intelligence products are derived from the ACIC's core capability pillars	**Percentage of intelligence products derived from the ACIC's core capability pillars**	Methodology amended to show the spread, in percent, of products produced by the ACIC's core capability pillars
Spread, in percent, of intelligence products produced by priority crime theme	**Percentage of intelligence products produced by priority crime theme**	Refinements made to reframe measure wording

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

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Number of intelligence products disseminated	**Number of times that intelligence products were disseminated**	Wording amended to clarify the focus of the measure is on the number of disseminations
Number of products disseminated to ACIC Board agencies, non-board agencies and international partners	**Number of times that products were disseminated to ACIC Board agencies, non-board agencies and international partners**	

PERFORMANCE CRITERION 4
ACIC intelligence facilitates a response to criminal activity affecting Australia.

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Number of Joint Project Proposals initiated	**Number of joint projects initiated**	Wording amended to reflect the different type of projects that the ACIC undertakes jointly with partners

PERFORMANCE CRITERION 5
ACIC intelligence is helping to make Australia more hostile to crime.

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
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 developed that has resulted in an operational outcome or identified opportunity for legislative, policy or regulatory reform**	Refinements made to reframe measure wording

PERFORMANCE CRITERION 6
Stakeholders agree that ACIC intelligence is meaningful and useful.

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Proportion of stakeholder survey respondents who agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment	**Stakeholders agree or strongly agree that the ACIC provides intelligence products that identify changes within the criminal environment.**	Refinements made to reframe measure wording

Target changed to uplift the ACIC's performance |
| **Proportion of stakeholder survey respondents who agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia** | **Stakeholders agree or strongly agree that ACIC intelligence products provide a comprehensive and relevant understanding of crime impacting Australia** | |

PERFORMANCE CRITERION 10
Stakeholders are satisfied that the national information systems are meaningful and fit for purpose.

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Proportion of stakeholder survey respondents who 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 of value to their work**	Refinements made to reframe measure wording Target changed to uplift the ACIC's performance
Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems are reliable	**Stakeholders agree or strongly agree that ACIC national policing information systems are reliable**	
Proportion of stakeholder survey respondents who agree or strongly agree that ACIC national policing information systems meet the ends of their organisation	**Stakeholders agree or strongly agree that ACIC national policing information systems meet the needs of their organisation**	

PERFORMANCE CRITERION 13
The ACIC and accredited bodies are fulfilling their obligations to ensure an accurate and reliable service.

Previous performance measure in the ACIC's Corporate Plan 2022–23	New performance measure in the ACIC's Corporate Plan 2023–24	Rationale for changes
Number of audits of compliance undertaken by the ACIC on accredited bodies	**Number of audits of compliance undertaken by the ACIC on accredited bodies**	Target refined to accurately shows the work the ACIC does