



AUSTRALIAN
**CRIMINAL
INTELLIGENCE
COMMISSION**

CONNECT
DISCOVER
UNDERSTAND
RESPOND

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION
Corporate Plan 2016–20

CEO Foreword

As the accountable authority of the Australian Criminal Intelligence Commission (ACIC), I am pleased to present our 2016–17 to 2019–20 corporate plan, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*. This plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Our corporate plan reflects our functions as set out in the *Australian Crime Commission Act 2002*, integrates with our Planning Framework and represents the implementation of the *ACIC Strategic Plan 2016–21*, which was endorsed by the ACIC Board in 2016.

This plan had been prepared for the 2016–17 reporting year and covers the four-year period from 1 July 2016 to 30 June 2020.



Chris Dawson APM
Chief Executive Officer
Australian Criminal Intelligence Commission



Vision

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

Purpose

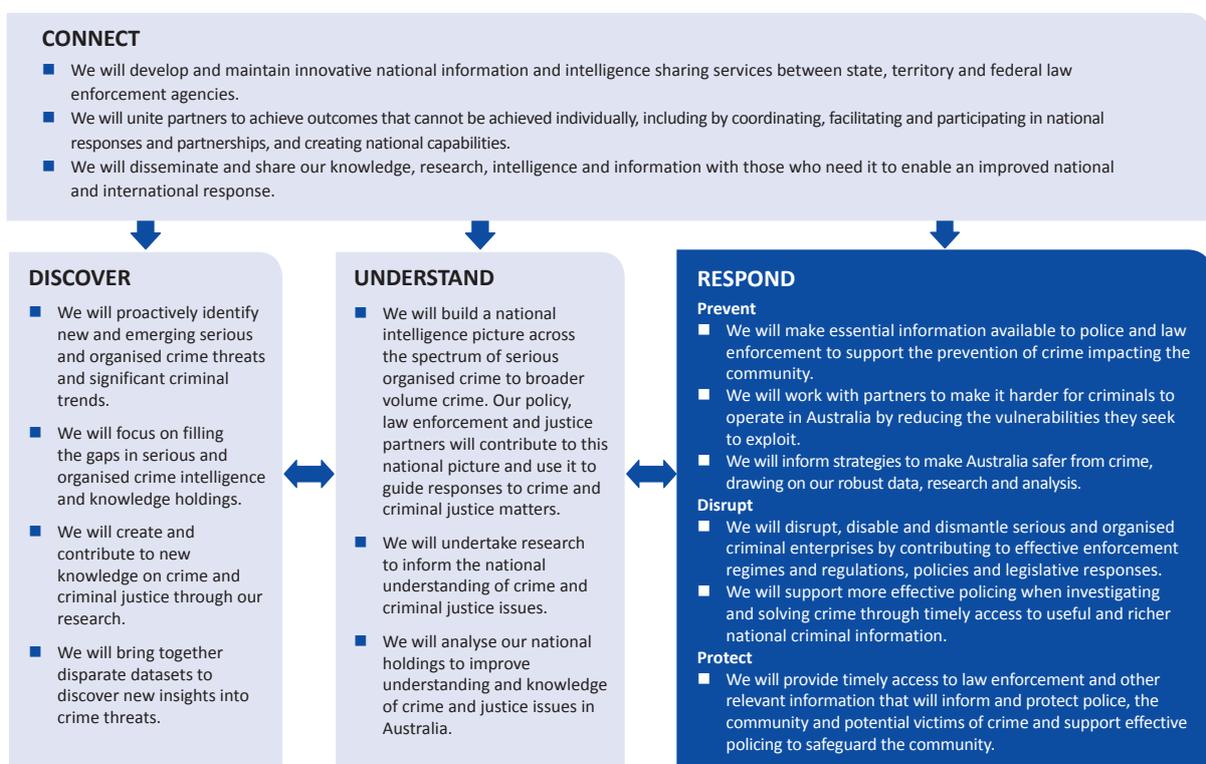
Our purpose is to make Australia safer through improved national ability to discover, understand and respond to current and emerging crime threats and criminal justice issues, including the ability to connect police and law enforcement to essential criminal intelligence, policing knowledge and information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

Role

We are uniquely equipped as Australia's national criminal intelligence agency with investigative and information delivery functions.

Approach

As outlined in our *Strategic Plan 2016–21*¹, we **connect**, **discover** and **understand** to improve the national ability to **respond** to crime and justice issues impacting Australia.



Functions

To perform our role and achieve our purpose, we undertake the following functions:²

- collect, correlate, analyse and disseminate criminal information and intelligence
- maintain a national database of criminal information and intelligence
- provide and maintain national information capabilities and services to support policing and law enforcement
- provide strategic criminal intelligence assessments and advice on national criminal intelligence priorities
- conduct investigations and intelligence operations into federally relevant criminal activity
- provide nationally coordinated criminal history checks.

1 https://www.acic.gov.au/sites/g/files/net1491/f/2016/07/acic_strategic_plan_2016-21.pdf?v=1476858794

2 The ACIC commenced operation on 1 July 2016, following the legislative merger of CrimTrac into the Australian Crime Commission. The enabling legislation for the ACIC remains the *Australian Crime Commission Act 2002*, which sets out the functions under Section 7A. The legal entity name remains the Australian Crime Commission, even though we now operate under the new name of the ACIC.

Environment impacting the ACIC in 2016–20

Organisational environment

Unprecedented threat prompts formation of new agency

In late 2015, the Australian Government stated that the ‘threat to our nation is unprecedented’ in terms of national security and criminals exploiting ‘emerging opportunities and perceived gaps in law enforcement information to facilitate their crimes and avoid detection’.

The ACIC was formed, through the merger of the Australian Crime Commission and CrimTrac, to strengthen Australia’s ability to combat this threat. Further legislative amendments are required to facilitate the merger of the Australian Institute of Criminology (AIC) into the ACIC, and at this time the AIC remains a separate legislative entity.

The ACIC began operations on 1 July 2016.

Transition environment

We recognise the importance of ensuring a smooth transition of our separate activities and resources into a single new agency, and the need to minimise the impact on our staff and diverse stakeholder groups. At this early stage, we have established our organisational structure, and developed our strategic plan and this corporate plan to guide our activities.

Our priority for 2016–17 is to ensure a successful transition, while continuing to deliver on our priorities. We have reviewed our corporate plan and this updated plan more fully reflects our environment, performance and priorities.

As we mature as an agency, we will continue to capitalise on our combined resources, capabilities, expertise and knowledge to inform and influence the ways in which Australia responds to crime and criminal justice issues.

Strategic policy environment

We support the development of government policy responses by informing the public and Parliament about crime and criminal justice threats.

We are funded to lead or contribute to a number of specific policy initiatives related to our purpose, as outlined in the *Performance* section of this plan on page 6.

We are a key contributor to the National Organised Crime Response Plan, which outlines how the Commonwealth, state and territories will work together to address key threats, and informs high level decision-making by identifying where additional response strategies might be required and where there may be gaps in national understanding. Equally important is the work of ministerial councils, joint policy committees and operational collaboration on criminal targets and thematic threats such as illicit drugs, corruption, cyber and technology enabled crime, fraud and firearms.

Strategic priorities

Our strategic priorities reflect key policy initiatives and expectations of Government and the strategic direction set by the ACIC Board, which also has a role in setting our investment priorities.

Informed by the *Picture of Crime in Australia*,³ the Board sets priorities in relation to areas of crime or threat and approves our special investigations and special operations (authorising the use of our coercive powers). The priorities, endorsed by the Board in June 2016, are outlined on page 6.

In addition, the ACIC Board sets direction and authorises the use of reserved funds to invest in new policing and law enforcement information services, as well as to maintain and enhance existing systems and services.

Stakeholders

To achieve our purpose, we work with a wide range of stakeholders to achieve a **shared national outcome** of a safer Australia.

As part of a federated response to crime and criminal justice issues, we bring together the Commonwealth, state and territory response to the spectrum of crime through a cooperative, intelligence-led effort. In addition we provide national information capabilities and services to support police and law enforcement throughout Australia.

We work with stakeholders across the nation and around the globe to combat threats that transcend borders. Our stakeholders include:

- **Commonwealth Government**—national law enforcement and intelligence agencies, national security, border security, national regulators, national service delivery agencies and national policy development agencies.
- **States and territories**—state and territory law enforcement and intelligence agencies, and state and territory regulators.
- **International agencies**—international law enforcement and intelligence agencies.
- **Private sector and community**—private industry, research bodies and academia, non-government organisations and the community.

Our performance framework reflects this collaborative environment and provides the means of capturing and measuring our performance and contribution to such shared outcomes (see *Performance* on page 10).

Governance

We are accountable to the Minister for Justice and the Minister Assisting the Prime Minister on Counter-Terrorism and our agency is part of the Attorney-General's portfolio.

The ACIC Board—representing Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies—is responsible for providing strategic direction to the ACIC. It approves the use of our coercive powers through special investigations and special operations into federally relevant criminal activity.

The Board also determines priorities in relation to national policing information systems and services, and approves investment to improve, maintain and expand these information systems and services.

In addition, we are subject to oversight through the Inter-Governmental Committee on the ACIC, consisting of Commonwealth, state and territory police ministers. The Commonwealth Parliamentary Joint Committee on Law Enforcement also plays an important oversight function.

Further, the Commonwealth Ombudsman, the Australian Commission for Law Enforcement Integrity and the Australian National Audit Office form part of our external scrutiny framework.

We have a robust internal governance committee structure to ensure the ACIC is well managed and accountable.

³ Our flagship publications, collectively called the *Picture of Criminality in Australia*, are: *Organised Crime Threat Assessment*—current and emerging threats (classified); *Organised Crime in Australia*—current and emerging threats (public); *National Criminal Target Report*—threat and risk posed by known targets (classified); *Illicit Drug Data Report*—statistical overview and analysis of illicit drug markets over the past 12 months (public); and *Organised Crime 2025*—likely future trends (classified).

Organisational risk environment

The ACIC operates in a complex risk environment, which requires our agency to:

- ensure the safety of staff and the general public commensurate with the security and criminal threat environment
- ensure delivery of services across multiple stakeholders at varying levels of government in every jurisdiction of Australia, nationally and internationally
- deliver in a complex environment involving multifaceted criminal investigations and intelligence operations
- ensure we meet our stakeholders' demands and expectations for ACIC capabilities—with evolving advances in technology, stakeholders are seeking sophisticated analytical and intelligence capabilities
- develop and run information sharing services that interface with the variety of technology platforms operated by police and law enforcement partners, and meet the range of legislated and agreed restrictions on the distribution of each partner agency's data
- safeguard the continued delivery of outcomes while merging organisations that undertake different activities with distinct cultures, systems and processes.

For more information about our risk management, see page 14.

Legislative environment

We operate in a complex legal environment governed by a wide range of legislation including the *Australian Crime Commission Act 2002* (our enabling legislation), *Telecommunications (Interception and Access) Act 1979*, and *Surveillance Devices Act 2004*. Due to the nature of our business, we operate in a contested environment and are often subject to legal challenge as a normal part of our operations. In addition, in delivering national information and intelligence services that interface with partner agencies, we also apply complex and rigorous analysis and compliance arrangements to fulfil the legislative frameworks that apply to each application and stakeholder.

We also regularly adjust to legislative change, and during 2016–17 will contribute as appropriate to changes that may affect our agency.

The *Australian Crime Commission Act 2002* is subject to an independent review every five years and this occurred during 2015–16. We will implement any agreed recommendations made from the review, following Government's consideration of the final report.

Performance

Priorities

We will fulfil our role as the national criminal intelligence agency with specialist investigative and information delivery capabilities by performing the functions as described in our *Purpose* on page 2. For the life of this corporate plan, we will continue to undertake our functions and adjust our focus to align with Government priorities, and in accordance with the decisions of the ACIC Board.⁴ We will incorporate any new functions or priorities as they arise.

Serious and organised crime priorities

Strategic intelligence

In accordance with our functions, in 2016–17 we will enhance the national picture of serious and organised crime including by developing strategic criminal intelligence assessments and advice on national crime and criminal justice issues.

International threats

Responding to the threat to Australia from international serious and organised crime targets is a key priority. With approximately 70 per cent of significant serious and organised crime targets either based offshore or have strong offshore links. We will continue working with our partners (international and domestic) to disrupt their activities and reduce their impact on Australia. We will continue to strengthen our partnerships with international agencies, including through our international deployments program.

Operations and investigations

Each year the Board considers the serious and organised crime threat environment to determine the most relevant suite of special investigations and special operations. In 2016–17 we will work on seven Board-approved special operations and special investigations, and associated task forces, addressing these priority areas:

- **Tackling criminal profit**—We will gather intelligence and investigate money laundering, unexplained wealth and proceeds of crime, and serious financial crime through our Targeting Criminal Wealth No. 2 Special Investigation and associated national task forces. We will contribute, through inter-agency activities, to making Australia unattractive for the promotion and use of abusive financial arrangements and money laundering activities.
- **Tackling criminal gangs**—We will gather and share information and intelligence on the threats and vulnerabilities associated with, and contribute to the response to, the outlaw motor cycle gang threat, through the ACIC-hosted Australian Gangs Intelligence Coordination Centre, our Outlaw Motor Cycle Gangs Special Operation and associated national task forces.
- **Tackling highest risk criminals**—We will gather intelligence and investigate Australia’s highest threat organised criminal targets through our work under our Highest Risk Criminal Targets No. 2 Special Investigation. We will work with our Australian and international partners to develop strategies to disrupt their activities.
- **Contributing to national security**—We will contribute to the whole-of-government response to national security threats through intelligence developed under our National Security Impacts from Serious and Organised Crime No. 2 Special Operation, focused on counter-terrorism in response to Islamist extremism and intelligence support for Australian border security.

⁴ The ACIC Board’s authority is described in the *Environment* section on page 3.

- **Informing responses to Australia's illicit drug markets**—We will contribute to an increasingly holistic understanding of Australian illicit drug markets through intelligence developed under our High Risk and Emerging Drugs No 2. Special Operation. We will proactively contribute to the development of appropriate operational, legal and policy responses to these complex and evolving markets, including the waste water analysis.⁵
- **Making Australia a more hostile place for serious and organised crime**—We will make Australia a more hostile place for serious and organised crime by developing intelligence on threats, such as through our:
 - Criminal Exploitation of Australia's Migration System Special Operation
 - Emerging Organised Crime Threats Special Operation, which will consider threats such as illegal bookmaking and firearms. This operation will also form the focus of the ACIC's response to cybercrime, which is a key threat to Australia, and will support the ACIC's contribution to the National Cyber Security Centre.

Criminal information and intelligence database

We will **maintain a national database of criminal information and intelligence** and to improve this service will progress the pilot to develop the National Criminal Intelligence System. The pilot will complete a number of Proof of Concept (PoC) trials to strengthen information and intelligence sharing across law enforcement agencies and jurisdictions.

National information capabilities and services priorities

A key priority for 2016–17 is to explore opportunities to **strengthen the existing National Police Checking Service**, that delivers background checking services for various agencies.

As part of our function to provide and maintain national information capabilities and services to support policing and law enforcement, in 2016–17 we will continue to implement our 'Plan-Build-Run' model, transitioning through these phases in line with the Board's investment decisions.

In 2016–17, we will continue **running** the following critical services that support police and law enforcement partners to undertake their duties—including maintenance and replacement as well as approved upgrade work as required:

- | | |
|---|---|
| ■ National Automated Fingerprint Identification System (NAFIS) | ■ National Vehicles of Interest (NVOI) |
| ■ National Criminal Investigation DNA Database (NCIDD) | ■ National Portable Biometric Interface (NPBI) |
| ■ National Child Offender System (NCOS) | ■ National Firearms Identification Database (NFID) |
| ■ National Firearms Licensing and Registration System (NFLRS) | ■ CrimTrac Audit Log Integration Facility (CALIF) |
| ■ National Names Index (NNI) | ■ Australian Ballistic Information Network (ABIN) |
| ■ National Police Checking Service Support System (NSS) | ■ Child Exploitation Tracking System (CETS) |
| ■ National Police Reference System (NPRS) | ■ Australian Cybercrime Online Reporting Network (ACORN) |
| | ■ National Missing Person and Victim System (NMPVS) |
| | ■ Demand and Capacity Management. |

⁵ We have received *Proceeds of Crime Act* funding over three years to fund a national Waste Water Analysis Program, as a more objective method to determine actual levels, type and location of drug use.

In addition, we are **building** and delivering the following systems and enhancements in 2016–17:

- **National Missing Person and Victim System (NMPVS)**
- **NCOS Data Provision and Consumption**
- **National DNA Investigative Capability (NDIC)**
- **NSS Improved Search Capability (NISC)**
- **Enhanced Network Connectivity (ENC)**
- **Vehicle Web Service**
- **Australian Firearms Information Network (AFIN)**
- **Identify Access Management (IAM) Upgrade and Replacement**
- **Interim Order Reference Solution (IORS).**

We are **building** the following systems and enhancements within the four-year life of this corporate plan:

- **Master Data Management (MDM)**
- **Quality of Person Information (Phase 1 Identity Resolution)**
- **National electronic End User Declarations (NeEUD)**
- **Federated security**
- **NVOI Replacement and Enhancement**
- **Biometric Identification Service (BIS)**
- **National Exchange of Vehicle and Driver Information System (NEVDIS) Integration and Search Solution Option**
- **Police Access to AGD National Biometrics Facial Capability – Interoperability Hub**
- **Interpol notices for NPRS**
- **Australian Number Plate Recognition – National Information Sharing**
- **ABIN International Capability**

Further, we will undertake **planning** work to develop a business cases to put to the Board for an investment decision to proceed to build phase for the **National Order Reference Solution (NORS)**—a national database of court orders, as recommended by the Council of Australian Governments’ report on reducing violence against women and their children, and by the Law, Crime and Community Safety Council.

We will continue to consult with our stakeholders in relation to our planned system building and enhancement program.

Performance measurement framework 2016–17

PURPOSE / OUTCOME STATEMENT

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

APPROACH

CONNECT

We help our partners by:

- providing them with systems and services
- sharing criminal intelligence and information, research, policing and other relevant information
- connecting partners to us and each other.

DISCOVER

We build the picture of crime impacting Australia by:

- collecting information, and
- combining information to discover new areas of national focus.

UNDERSTAND

We improve our understanding of the picture of crime impacting Australia by undertaking analysis to guide a better response.

RESPOND

We improve the national ability to prevent and disrupt crime and protect the community.

INDICATOR

Existing ACIC systems and services are accessible, used and reliable.

The delivery and implementation of new and enhanced ACIC systems and services satisfies the needs of stakeholders and users.

ACIC is sharing increasing volume, breadth and formats (mediums, platforms) of criminal intelligence and information, police information, and other relevant information.

ACIC builds, coordinates and maintains, strong and collaborative relationships with domestic and international partners.

The picture of crime impacting Australia is improving because ACIC is discovering crime threats, vulnerabilities, patterns, methods and trends previously unknown.

The understanding of the picture of crime impacting Australia is increasingly more comprehensive, integrated and relevant.

The understanding of the picture of crime impacting Australia is increasingly used to guide strategies and responses to crime.

Prevent: The ACIC better informs and influences the hardening of the environment against crime.

Disrupt: ACIC is conducting investigations and intelligence operations, and producing intelligence that is effective in disrupting, disabling and dismantling serious and organised crime.

Protect: ACIC partners are better informed and enabled to undertake policing and community safeguarding activities through access to national information systems and services.

QUANTIFIABLE MEASURES

Due to the shared contributions to the overall outcome, it is not appropriate or possible to have specified targets or purely quantitative key performance indicators.

However, many of the measures used to assess performance against these indicators are quantified, including:

- comparative statistics on information and intelligence systems and services availability, usage, and support levels
- comparative statistics on volume and breadth of intelligence shared
- demonstrated delivery and implementation of planned systems and services that satisfy stakeholders and users
- the level and types of our activities to discover and understand crime impacting Australia
- the level, types and results of the responses we are involved in, and the responses we can track (to both disrupt and prevent crime) that we enabled by developing the national picture of Australian crime
- annual stakeholder survey results that form an overall assessment against the performance criteria.

Performance framework

Clear line of sight between planned and actual performance

Our performance framework is designed to assess our agency's ability to deliver against our purpose.

The integrated performance framework directly links our purpose and performance indicators, which directly align with the *ACIC Strategic Plan 2016–21* vision and approach, and is an evolution from our *Portfolio Budget Statement 2016–17* outcome and performance information, which will be updated as a result of our changed functions following the merger.

We will continue to review this framework and expect it to mature to meet the evolving needs of our agency and the environment in which we operate.

Specific circumstances

We achieve results by working with a wide range of stakeholders (see page 4) and contributing to a **shared national outcome**.

In some cases, our contribution is direct and easy to measure against the outcome achieved, while in other cases it may be less direct.

As a result we are not always able to collect and measure the impact in a tangible way.

This is particularly the case for the **Discover** and **Understand** indicators and the **Respond > Protect** indicator (as shown in the *Performance measurement framework* diagram on page 9), where we share intelligence and insight or information with many stakeholders, but cannot always fully capture or measure the ultimate impact. However, our contributions can be documented, and provide a measurable basis for our performance assessment.

Measuring performance

We use a variety of approaches to effectively capture and assess our performance, in the context of the collaborative nature of our work and outcomes.

In 2016–17 we will continue to gather evidence against an appropriate mix of quantitative and qualitative measures to report against our indicators.

In doing so, we will also document delivery against our priorities, including the objectives of our special investigations, special operations and Board-approved task forces, as well as our information and intelligence capability and service delivery, and other funded government policy initiatives.

Due to the shared contributions to outcomes, it is not appropriate or possible to have specified targets or purely quantitative key performance indicators.

However, many of the related measures can be quantified, including:

- comparative statistics on information and intelligence systems and services availability, usage, and support levels
- comparative statistics on volume and breadth of intelligence shared
- demonstrated delivery and implementation of planned systems and services that satisfy stakeholders and users
- the level and types of our activities to discover and understand crime impacting Australia
- the level, types and results of the responses we are involved in, and the responses we can track (to both disrupt and prevent crime) that we enabled by developing the national picture of Australian crime
- annual stakeholder survey results that form an overall assessment against ACIC performance.

Each year in our Annual Performance Statement we will provide an assessment of our agency's performance against the indicators, using the identified measures.

As we continue to collect data over the life of the plan, trend analysis in performance reporting will further enrich our performance story.

We will also provide additional measurement against the **Connect** indicator regarding the provision of new and enhanced systems and services provided to partners, and the **Respond > Protect** indicator about our partners use of these systems to be better informed and enabled to undertake policing and community safeguarding activities. This measurement will be provide through post implementation benefits realisation studies of new or enhanced national policing systems. These will be scheduled, as appropriate, throughout 2016–20.

We will also continue to improve and enhance our systems and capability to assess and track progress against all indicators and meet the needs of our new agency.

Resourcing

Wherever possible, we use resources to simultaneously achieve multiple objectives across a range of priorities. The following table details expected expenditure and human resources (FTE) available to deliver our purpose for the life of this plan, and identifies where specific funding has been provided.

ACIC resources		2016–17	2017–18	2018–19	2019–20	
FTE		816.5	808.5	799	799	
Operating funding		2016–17	2017–18	2018–19	2019–20	
Base appropriation		76.622	76.054	75.355	75.997	
Funded government policy initiatives		Expires in:	10.304	10.945	10.532	10.524
Foreign fighters	ongoing	5.205	5.256	5.256	5.256	
Australian Gangs Intelligence Coordination Centre	1 year	1.630	-	-	-	
Tax compliance—maintaining the integrity of the tax and superannuation systems	1 year	0.859	-	-	-	
Enhanced agency security	4 years	0.881	0.886	0.891	0.896	
Cyber Security	4 years	1.729	4.803	4.385	4.372	
National Order Reference System	2 years	2.531	0.864	-	-	
Proceeds of Crime Act funding		7.276	1.452	1.471	-	
Criminal Asset Confiscation Taskforce	2 years	0.512	0.517	-	-	
Enhancing criminal wealth targeting capability	1 year	2.786	-	-	-	
International secondments	3 years	1.230	0.935	1.471	-	
National Criminal Intelligence System Pilot Program	1 year	2.748	-	-	-	
Waste Water Analysis	3 years	1.182	1.190	1.197	-	
Mobile Surveillance Capability	3 years	0.270	0.101	0.101	-	
Services to other government agencies		12.467	11.258	10.253	8.419	
Serious Financial Crime Taskforce	3 years	1.870	1.886	1.905	-	
AIC Staff Expenditure Revenue		5.394	5.516	5.504	5.504	
Other services	various	5.203	3.856	2.844	2.915	
Resources received free of charge		1.670	1.670	1.670	1.670	
Services to Policing and accredited partners		75.823	76.594	77.372	78.159	
Funded policing projects from cash reserves		5.813	3.801	-	-	
Biometrics at the Border	2 years	4.948	3.801	-	-	
National Firearms Interface	1 year	0.865	-	-	-	
Total operating funding		189.975	181.774	176.653	174.769	

ACIC resources continued...		2016–17	2017–18	2018–19	2019–20
Capital funding					
Base appropriation		2.666	2.691	2.708	2.726
Funded government policy initiatives	Expires in:	2.177	0.580	-	-
Foreign fighters	1 year	0.572	-	-	-
Enhanced agency security	2 years	1.000	0.200	-	-
Cyber Security	2 years	0.305	0.380	-	-
Trans-Pacific Partnership procurement adjustments	1 year	0.300	-	-	-
Proceeds of Crime Act funding		3.400			-
National Criminal Intelligence System Pilot Program	1 year	3.400	-	-	-
Mobile Surveillance Capability	1 year	0.530	-	-	-
Internally Funded Capital		13.248	11.949	11.750	11.750
Funded policing projects from cash reserves		23.075	-	-	-
Biometrics at the Border	1 year	19.007	-	-	-
Enhanced Network Connectivity	1 year	3.786	-	-	-
National Firearms Interface	1 year	0.282	-	-	-
Total capital funding		44.566	15.220	14.458	14.476

Capability

Strategic objectives for 2016–20

The *ACIC Strategic Plan 2016–21* identifies the following strategic objectives.

- Work with our partners to **enhance the national picture** across the spectrum of crime.
- Increase the **value of our intelligence products** provided to partners and the broader community.
- Harness our **unique combination of capabilities** to create new opportunities to support partners making Australia safer from crime.
- Develop **capability**, for ourselves and through partnerships.
- Improve consistency and efficiency of national **background checking** services.
- Ensure **continuous delivery** and capacity of current information capabilities and services for the broad range of police activities and for law enforcement agencies and other stakeholders.
- Increase the **value and efficiency of federated law enforcement information and intelligence capabilities and services** available to partners.
- Be the **trusted custodian** of Australia’s criminal intelligence and law enforcement information and build the value of this national asset.

Risk oversight and management

Summary of risk oversight and management systems

Our agency's risk management framework is being developed, following the commencement of the ACIC as a new entity on 1 July 2016.

Our Risk Management Policy is based on the legislative requirements of the Commonwealth Risk Management Policy, and we recognise that everyone at the agency has a role to play.

Our management committee structure is headed by the Commission Executive Committee (CEC), which is chaired by the Chief Executive Officer and comprises the Deputy Chief Executive Officer and three Executive Directors.

The CEC oversees and controls resource expenditure, benefits realisation and risk management. The CEC considers reports from the subordinate management committees in relation to the performance and health of our agency, including risk and fraud management issues and priorities.

Our Audit Committee reviews internal and external audit reports, considers findings and recommendations, and oversees the internal audit program.

We undertake many of our activities in an inherently high risk environment (see page 5).

Our operating context also involves complexities associated with the nature of serious and organised crime and broader crime and justice issues, the way we work with multiple partners towards a shared national outcome, our extensive governance oversight, and the current fiscal environment.

This requires us to understand and manage risk in a sophisticated way to maximise our potential to achieve our vision of a safer Australia that is better connected, informed and capable of responding to crime and justice issues.

