AUSTRALIAN
CRIMINAL
INTELLIGENCE
COMMISSION

CONNECT
DISCOVER
UNDERSTAND
RESPOND

2017–18 to 2020–21
CORPORATE PLAN

CEO FOREWORD

As the Accountable Authority of the Australian Criminal Intelligence Commission (ACIC), I am pleased to present our 2017–18 to 2020–21 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 has been prepared for the 2017–18 reporting year and covers the four-year period from 1 July 2017 to 30 June 2021.

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.

The *Australian Criminal Intelligence Commission Corporate Plan 2017–18 to 2020–21* is the principal planning document for the agency.

The ACIC Board—representing Commonwealth, state and territory law enforcement and key national security, policy and regulatory agencies—is responsible under the *Australian Crime Commission Act 2002* for providing strategic direction to our agency. It does this, in part, through its endorsement of our high-level Strategic Plan 2016–21.

Guided by the strategic objectives and approach of the Strategic Plan, the Chief Executive Officer of the ACIC, as the Accountable Authority, develops this annual corporate plan to define the strategies and planned performance to achieve our purpose for the current year and following three years.

This Corporate Plan 2017–18 to 2020–21 meets the requirements of the *Public Governance, Performance and Accountability Act 2013* and comprises the following elements.

Purpose
Our purpose, and the key activities we undertake to achieve our purpose — Page 4

Environment
The environment in which we operate and factors that will influence our strategies and performance — Page 6

Planned performance
The strategies we will implement to achieve our purpose — Page 10
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Capability
Our current key capabilities and plans to develop our capabilities to achieve our purpose — Page 22

Risk
How we oversight and manage risk — Page 26

VISION

A **safer Australia** that is better connected, informed and capable of responding to crime and criminal justice issues.

PURPOSE[1]

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.

LEGISLATED FUNCTIONS[2]

CONNECT	DISCOVER, UNDERSTAND	
Provide and maintain national information capabilities and services to support policing and law enforcement. Maintain a national database of criminal information and intelligence. Provide nationally coordinated criminal history checks.	Collect, correlate, analyse and disseminate criminal information and intelligence.	Provide strategic criminal intelligence assessments and advice on national criminal intelligence priorities. Conduct investigations and intelligence operations into federally relevant criminal activity.

ENABLE AUSTRALIA TO **RESPOND**

ACIC ACTIVITIES

We achieve our purpose by working to **connect** our partners by collecting and analysing criminal intelligence and information, and by providing national policing information systems and services.

In this way we help **discover** and **understand** the national picture across the spectrum of crime and improve the national ability to **respond** to crime impacting Australia.

We are uniquely equipped as Australia's national criminal intelligence agency with investigative and information delivery functions. To realise our vision and achieve our purpose we undertake two related activities that link directly to the functions legislated in our Act.

1 The agency purpose also exactly reflects the agency Portfolio Budget Statement Outcome for the ACIC. The ACIC has a single program to deliver its Outcome.

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.

APPROACH

As outlined in our ACIC Board approved Strategic Plan 2016–21,[3] we **connect**, **discover** and **understand** to improve the national ability to **respond** to crime and justice issues impacting Australia.

CONNECT

- We will develop and maintain innovative national information and intelligence sharing services between state, territory and federal law enforcement agencies.
- We will unite partners to achieve outcomes that cannot be achieved individually, including by coordinating, facilitating and participating in national responses and partnerships, and creating national capabilities.
- We will disseminate and share our knowledge, research, intelligence and information with those who need it to enable an improved national and international response.

DISCOVER

- We will proactively identify new and emerging serious and organised crime threats and significant criminal trends.
- We will focus on filling the gaps in serious and organised crime intelligence and knowledge holdings.
- We will create and contribute to new knowledge on crime and criminal justice through our research.
- We will bring together disparate datasets to discover new insights into crime threats.

UNDERSTAND

- We will build a national intelligence picture across the spectrum of serious organised crime to broader volume crime. Our policy, law enforcement and justice partners will contribute to this national picture and use it to guide responses to crime and criminal justice matters.
- We will undertake research to inform the national understanding of crime and criminal justice issues.
- We will analyse our national holdings to improve understanding and knowledge of crime and justice issues in Australia.

RESPOND

Prevent

- We will make essential information available to police and law enforcement to support the prevention of crime impacting the community.
- We will work with partners to make it harder for criminals to operate in Australia by reducing the vulnerabilities they seek to exploit.
- We will inform strategies to make Australia safer from crime, drawing on our robust data, research and analysis.

Disrupt

- We will disrupt, disable and dismantle serious and organised criminal enterprises by contributing to effective enforcement regimes and regulations, policies and legislative responses.
- We will support more effective policing when investigating and solving crime through timely access to useful and richer national criminal information.

Protect

- We will provide timely access to law enforcement and other relevant information that will inform and protect police, the community and potential victims of crime and support effective policing to safeguard the community.

ACIC SPECIAL POWERS

The Australian Parliament has legislated to provide the ACIC with special powers for investigation of sophisticated serious and organised crime. These powers can only be used where the ACIC Board has approved their use. Broadly speaking, the Board can only give its approval if methods of investigation and of collecting criminal intelligence that are otherwise available have not been, or are unlikely to be, effective.[4]

These special powers include enabling an Examiner (a statutory appointee) to:

- summon a person to appear to provide information, and to produce documents or other things;
- by a notice in writing, require a person and to produce documents or things specified in the notice.

We collect information and intelligence using these powers to assist in achieving our purpose.

3 www.acic.gov.au/strategicplan.
4 ACC Act s 7C(2) and (3).

ENVIRONMENT

The ACIC operates in a complex environment. Looking ahead over the four years covered by this plan, our agency is affected by three key environmental factors that include issues that are outside our full control:

- criminal environment
- stakeholder environment
- governance environment.

CRIMINAL ENVIRONMENT

Our purpose is to improve the national ability to respond to crime impacting Australia. An important aspect of this is providing strategic criminal intelligence analysis of the criminal environment, to build a deep understanding of the key criminal threats Australia needs to respond to over the coming four years.

There has been consistency to the criminal threats that impact on Australia over time. Most criminals are motivated by money, so **financial crimes** and **money laundering** remain enduring threats. Similarly, **illicit drug markets** are enduring, as they provide significant financial returns and profit for serious and organised criminals.[5] They also cause high levels of harm to the Australian community.

The threats from violent and organised **criminal gangs**, including outlaw motorcycle gangs, and the harm to the community from the illegal importation, trafficking, diversion and criminal use of **illicit firearms** are longstanding and require a coordinated response from law enforcement.

The rise in the threat of **terrorism** impacts Australians abroad as well as at home. Some Australians support terrorism groups by sending funds, while terrorist cells seek to recruit Australians into their radical organisations. We will continue to focus on the changes in the national security environment and the nexus between serious and organised crime and terrorism. A related future focus for our agency is improving the provision and timeliness of relevant criminal information and intelligence to 'first responders' to terrorism incidents.

Cybercrime poses a considerable and growing threat to Australian businesses, governments and individuals. The cybercrime threat from international and domestic serious and organised crime groups is increasingly complex and is expected to grow over the coming years. Due to the international nature of the threat, we must work with our international and domestic partners to respond to it effectively.

Australia is subject to significant **transnational criminal threats**. Our intelligence indicates that 70 per cent of the highest risk criminals targeting Australia are based offshore or have strong offshore links. Globalisation and access to technology have changed the way crime occurs and impacts on Australians. Criminals are exploiting every opportunity they can to reap profit and reward globally, and Australia is an attractive and wealthy target.

We are focusing on these threats and building our capability to work with our partners both internationally and domestically to target and disrupt significant transnational targets, including their Australian operations. Identifying and assessing those targets that represent the **highest threat** is an important component of marshalling an effective coordinated response.

Criminals will continually seek opportunities to make profits and exploit vulnerabilities in existing or new markets, so we maintain a vigilant watch for global trends and **emerging criminal threats** to Australia, to ensure we are well placed to respond. Current examples include criminal exploitation of **Australia's visa and migration system** and **offshore unregulated gambling**.

5 We estimate that organised crime cost Australia $36 billion in 2013–14. This includes $21 billion in direct serious and organised crime costs and $15 billion in prevention and response costs.

The ability to work with our partners to investigate and disrupt criminal activity across different crime types relies on our capability to collect intelligence and information on criminal activities, including through lawful surveillance and monitoring of their communications. The general rapid uptake of high bandwidth, **high data** volume, and **encrypted communications** poses a critical challenge to law enforcement. We will respond to these challenges in multiple ways over the life of this plan to ensure we continue to be effective in this changing environment.

Criminals can take advantage of vulnerabilities to infiltrate organisations to commit crimes. Organisations need to make informed decisions about the suitability of applicants for positions of trust. We partner with Australian police agencies to provide the **National Police Checking Service** (NPCS). The service facilitates controlled access to an individual's disclosable police history from all Australian police jurisdictions. Ensuring this service meets Australia's needs is a priority. We are currently reviewing the service and consulting with our partners to strengthen and improve this capability.

STAKEHOLDER ENVIRONMENT

The responsibility to make Australia safer, and to reduce the impact of crime, is shared by many federal and state government departments, as well as by policing, law enforcement and intelligence agencies and other entities. We make an important contribution and work closely with a wide range of stakeholders to maximise our joint impact, however, overall achievement against this outcome is not within the direct control or influence of the ACIC.

We connect state and territory police and key Commonwealth and national security agencies, providing an important link that enables and strengthens national responses to crime.

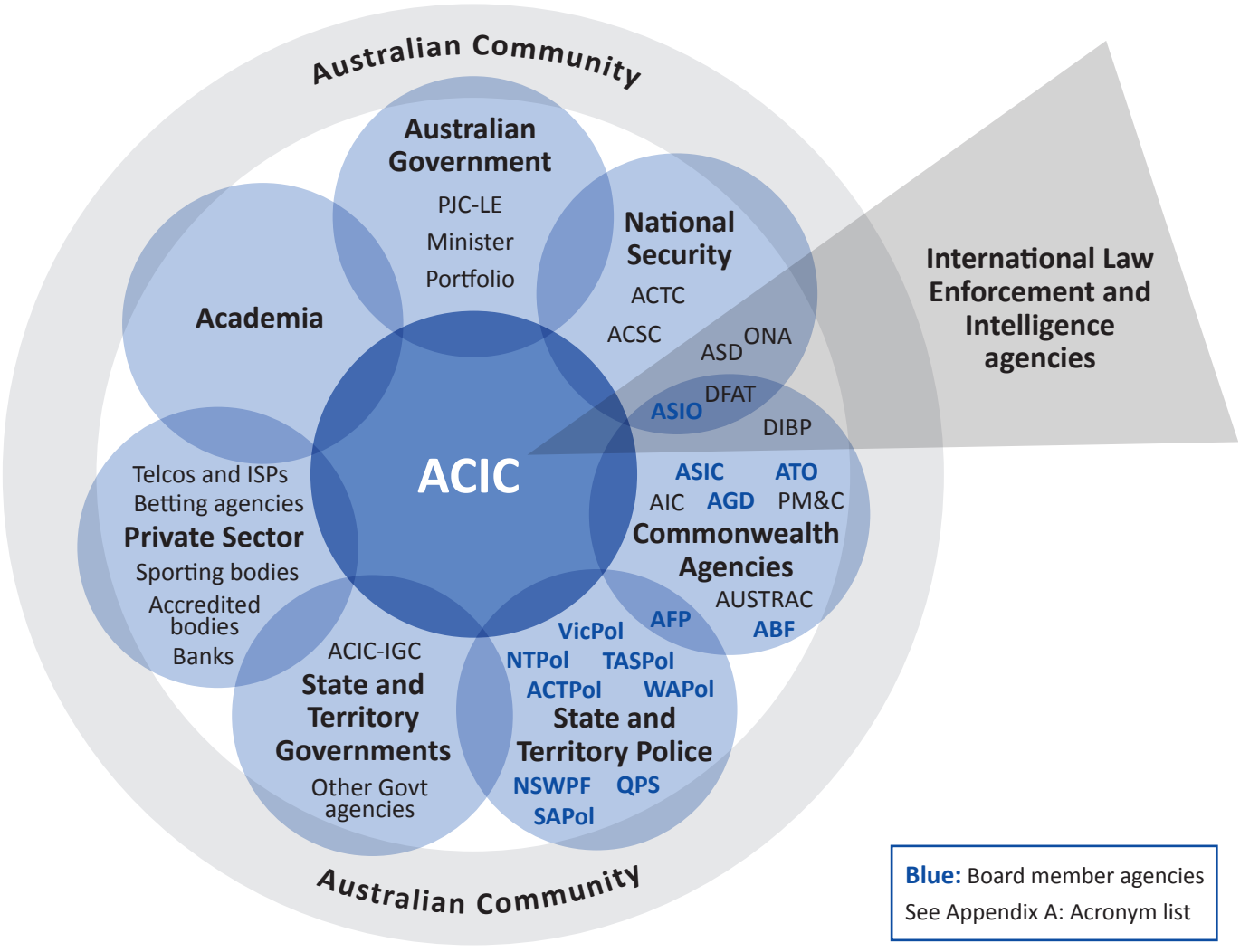
The increasing trend for criminals to operate across borders transnationally is also reflected in domestic activities, where they operate across jurisdictions. This increasingly requires police and law enforcement to access relevant **national policing and criminal information and intelligence**, which is a focus for us over the life of this plan. Achieving a truly national, comprehensive criminal intelligence system will enable police across the nation to de-conflict their investigations, and work more collaboratively, when criminals are active in more than one jurisdiction.

The way law enforcement officers operate is also evolving, with **increasing volumes of information** readily accessible, including through hand-held devices. Linked to this, **analytical and searching tools** are needed to more effectively manage the increasing amounts of available information.

There is an increasing demand for our National Police Checking Service across government bodies, not-for-profit organisations and the private sector.

These environmental factors will influence the way we plan, design and enhance our information systems and services.

ACIC STAKEHOLDERS



Blue: Board member agencies
See Appendix A: Acronym list

GOVERNANCE ENVIRONMENT

Our governance arrangements are established through the legislative change that took effect on 1 July 2016 to create the new ACIC through the merger of the Australian Crime Commission and CrimTrac. The creation of our agency provides an important opportunity to realise significant benefits to the Australian community through our newly combined functions.

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

In the coming year we will prepare to become part of the new Home Affairs portfolio, announced in July 2017. These changes in our governance arrangements will provide the opportunity, over the life of this plan, to forge closer links with key Commonwealth partners, while maintaining our critical links to states and territories. These changes will influence our operations during the life of this plan.

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 our agency. The Board:

- approves the use of our special powers through special investigations and special operations into federally relevant criminal activity.
- determines priorities in relation to national policing information systems and services, and approves investment to improve, maintain and expand these information systems and services.

We are working with our Board and associated capability committees to enhance our engagement frameworks and processes to ensure they are effective in the coming years.

Previous and expected future changes to our governance arrangements require the careful transition of our staff and necessary adjustments to our operations and infrastructure to support our new ways of functioning and our new environment.

We operate in a complex legal environment governed by a wide range of legislation including the *Australian Crime Commission Act 2002* (ACC Act), as well as legislation relating to the exercise of investigative functions, such as the *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. Delivering national information and intelligence services that interface with a range of partner agencies requires complex and rigorous analysis and compliance arrangements to fulfil all the legislative frameworks that apply.

The operations of the ACC Act are independently reviewed every five years, with the last review occurring during 2015–16 (prior to the reform that created the ACIC). The ACIC is working with Board member agencies to implement priority recommendations arising from the review. The next review is scheduled for 2020.

PLANNED PERFORMANCE

The following summarises how we intend to fulfil our purpose in 2017–18 and the following three years.

Our planning centres on four key areas:

- Our broad strategies across all crime types to:
  - counter transnational crime impacting Australia
  - update the strategic picture of crime impacting Australia
- Our specific strategies to respond to the threats identified in the criminal environment
- Our provision of and planned improvement to national information and intelligence capabilities and services
- Our provision of and planned improvement to national police checks.

STRATEGIES TO RESPOND TO CRIMINAL THREATS

The following tables outline our current strategies to respond to the identified criminal threats to Australia.

It shows the planned performance for the intelligence hubs we have established for each area of criminality. The ACIC Board has approved special investigations and special intelligence operations for each of these.

We monitor the criminal environment and engage with stakeholders on our activities including an annual review to adjust these plans and strategies, as necessary. The ACIC Board also conducts an annual review of ACIC strategic priorities and decides on any changes to the approved special investigations and special intelligence operations.

We measure our performance against these plans through our performance measurement framework (see pages 20–21).

GENERAL STRATEGIES THAT APPLY TO ALL OUR ACTIVITIES TO RESPOND TO CRIMINAL THREATS

PLANNED PERFORMANCE FOR 2017–2021	PRIORITIES FOR 2017–18
STRATEGIC INTELLIGENCE—provide a national picture of serious and organised crime We will enhance the national picture of serious and organised crime by developing strategic criminal intelligence assessments and advice on national crime issues. We will develop the *Picture of Criminality in Australia* suite of intelligence products. The suite includes classified and unclassified (public) reports that provide insights into organised crime. We will also produce strategic intelligence as required about priority crime threats.	In 2017–18 we will develop the *understanding* of crime in Australia through: ■ delivery of planned strategic products aligned to each Intelligence Hub ■ ongoing review or our of intelligence products to ensure they meet stakeholder requirements, including a review of the composition of our *Picture of Criminality in Australia* products ■ delivery of the *Picture of Criminality in Australia* products in line with the revised composition and schedule.
TRANSNATIONAL With 70 per cent of the highest threat targets either based overseas or having strong overseas links, it is a priority to strengthen our performance in reducing harm to Australians by disrupting offshore targets. These transnational targets can be active in a broad range of criminality. We work with our international and domestic partners to *discover, understand* and *disrupt* the activities of these transnational serious and organised criminals, and reduce their impact on Australia. In addition, our deployments to international partner agencies will mean stronger *connection* and *cooperation* with more effective intelligence sharing and outcomes.	In 2017–18, through Task Force Vestigo,[6] we will continue to *discover, understand* and *disrupt* the highest priority transnational crime targets impacting Australia. We are strengthening our international capability and targeted international deployments for both discrete operational outcomes and longer term partnership arrangements. We will take steps to ensure that our international capability can be resourced and supported as a continuing long-term priority.

6 The Transnational Criminal Intelligence Task Force (known as Task Force Vestigo) establishes a framework to lawfully partner with domestic and international partners to enhance responses to transnational serious and organised crime threats and to progress the Five Eyes Law Enforcement Group mission statement.

SPECIFIC STRATEGIES FOR EACH INTELLIGENCE HUB TO RESPOND TO CRIMINAL THREATS

PLANNED PERFORMANCE 2017–2021	KEY PRIORITIES FOR 2017–18
NATIONAL SECURITY/TERRORISM Key strategies: ■ Further *understanding* the nexus between terrorism and serious and organised crime, particularly where it relates to threats to Australia. ■ *Discover* targets involved in terrorism financing and support to terrorist organisations and methodologies used. ■ Participate in national strategies to strengthen national security and counterterrorism, including the operations of the Australian Counter-Terrorism Centre. ■ Cooperate with law enforcement partners in *responding* to national security threats. Board approved activity: *National Security Impacts from Serious and Organised Crime Special Operation*	■ Continue to *discover* what support is being given by Australians to terrorism groups in Iraq and Syria, and beyond. ■ *Understand* the financing methodologies that support terrorist organisations.
CYBERCRIME Key strategies: ■ Participate in national strategies to counter cyberthreats including the Australian Cyber Security Centre (ACSC), sharing intelligence and informing *responses*. ■ *Discover* previously unknown cybercriminals. ■ *Understand* the international cyberthreat through cooperation with international partners. This includes contributing to the Global Operations Targeting Unit (GOTU) run by the Federal Bureau of Investigation. Board approved activity: *Cyber Related Offending Special Operation* ■ Manage the Australian Cybercrime Online Reporting Network (ACORN) and analyse the data to enhance *understanding* to enable preventative or law enforcement responses. (See *Cybercrime – Current Service* on page 14)	■ Deepen the *understanding* of virtual currencies and how criminals exploit them. ■ *Understand* the use of malware in financial crimes.
MONITORING AND ASSESSMENT OF HIGH RISK TARGETS Key strategies: ■ Identify previously unknown national and transnational high threat targets impacting on Australia. ■ Monitor high threat targets to better *understand* the nature of the threat and to identify activities or provide insights that we, or our partners, can act on. ■ Produce the Australian Priority Organisation Target (APOT) list and assess its implications. ■ Manage the National Criminal Target List (NCTL) and associated regional views to support prioritisation and response strategies through the National Target System (see *Intelligence—Current service* page 17). ■ Coordinate and participate in investigations intended to disrupt the highest risk criminal targets impacting on Australia. Board approved activity: *Highest Risk Criminal Targets No. 2 Special Investigation*	■ Review the method for prioritising targets in conjunction with our partners. ■ Build an international intelligence picture through our partnerships to better *understand* the connections to Australia.

SPECIFIC STRATEGIES FOR EACH INTELLIGENCE HUB TO RESPOND TO CRIMINAL THREATS

PLANNED PERFORMANCE 2017–2021	KEY PRIORITIES FOR 2017–18
GANGS Key strategies: ■ With partner agencies, provide a coordinated intelligence-led response to outlaw motorcycle gangs (OMCGs) and other violent and organised criminal gangs, through the Australian Gangs Intelligence Coordination Centre (AGICC); and the maintenance of a National Gangs List (NGL) to enhance the national *understanding* of gang membership. ■ Support the Board approved multi-agency national Task Force, Operation Morpheus, in the *disruption* of OMCGs posing the highest risk to our community. ■ Provide intelligence to national and international partners, including the National Anti-Gangs Squad led by the Australian Federal Police. ■ Support the sharing of gang related intelligence through the provision of the Gangs Intelligence Hub (see *Intelligence—Current service* page17). Board approved activity: *Outlaw Motor Cycle Gangs Special Operation*	■ Target the criminal assets of gangs and develop strategies to confiscate these assets as proceeds of crime. ■ Improve *understanding* of the links between international and Australian gangs.
DRUGS Key strategies: ■ Monitor illicit drug markets to consolidate *understanding* of current and emerging threats, both in Australia and internationally. ■ *Understand* the chemical, pharmaceutical and equipment industry to identify vulnerabilities used to facilitate diversion of licit materials for illicit use, including identifying chemicals and methodologies used to create new and existing illicit substances. ■ Provide insights and intelligence products to support *responses* to drug threats to Australia, including intelligence products related to specific targets or markets, as well as broader publications such as our annual *Illicit Drug Data Report* (IDDR). ■ Support the National Ice Action Strategy, which responded to the *National Ice Taskforce Report* through the above strategies and other shorter term initiatives (see 2017–18 priorities). Board approved activity*: High Risk and Emerging Drugs No. 3 Special Operation*	■ Identify and *disrupt* organised crime groups supplying drugs to regional and remote communities. ■ Drive the establishment of a national electronic end user declaration database and an enhanced and expanded industry code for managing precursor chemicals (see *Frontline Services—Drugs—New service* page 15). ■ Deliver the Wastewater Drug Monitoring Program to *understand* the use of illicit drugs across Australia (funded for three years). ■ Assess and *disrupt* methylamphetamine supply to Indigenous communities. ■ Focus on the methylamphetamine, cocaine and illicit pharmaceuticals markets. ■ Focus on medical and health professionals as facilitators of drug-related organised crime.

SPECIFIC STRATEGIES FOR EACH INTELLIGENCE HUB TO RESPOND TO CRIMINAL THREATS

PLANNED PERFORMANCE 2017–2021	KEY PRIORITIES FOR 2017–18
FIREARMS Key strategies: ■ Work with partner agencies to gain a richer *understanding* of persons involved in the illicit importation, trafficking and diversion of firearms, firearm parts and ammunition. ■ Monitor the licit and illicit firearm markets through the National Firearm Trace Program. ■ *Discover* vulnerabilities in the legal acquisition, trading or disposal of firearms that criminals can exploit. ■ Influence and inform national strategies and policies to reduce firearm related threats to Australia. This includes providing intelligence to inform the National Illicit Firearms Strategy Advisory Group (NIFSAG) and the National Firearms and Weapons Policy Working Group (NFWPWG). ■ Promote the national consolidation and sharing of firearm related information and enhancement of firearm systems and processes to facilitate this. See *Delivering Information systems and services* section for more information. Board approved activity: *Firearm Trafficking Special Operation* ■ Coordinating our national firearms systems (see *Frontline—Firearms* page 15).	■ *Discover* and *understand* contemporary methodologies to manufacture and traffic illicit firearms, illegally import firearms, and divert firearms from the legitimate market in Australia. ■ Support firearm ICT systems development with the aim of enhancing data integrity.
FINANCIAL CRIME Key strategies: ■ Participate in the multi-agency Serious Financial Crime Task Force to *respond* to financial crime and make Australia unattractive for the promotion and use of abusive financial arrangements and money laundering activities. ■ Increase national *understanding* of money laundering, nationally significant organised tax fraud and related financially motivated crimes typologies. ■ Share intelligence on criminal targets conducting serious financial crime to enable our partners to recover proceeds of crime. ■ Cooperate with international partners to *disrupt* high threat criminals that cause harm to Australia. Board approved activity: *Targeting Criminal Wealth No. 2 Special Investigation*	■ *Identify* and target international controllers involved in international money laundering networks. ■ Collect intelligence to inform the Financial Crime Risk Assessment, to be published in 2018.
EMERGING THREATS Key strategies: ■ Enhance the national *understanding* of emerging criminal threats, including illegal bookmaking, child sexual exploitation and encrypted communications. ■ Provide intelligence insights to inform national *response* strategies. ■ *Discover* previously unknown crime threats that have the potential to impact Australia. ■ Work with the Department of Immigration and Border Protection to *discover* the criminal syndicates undermining visa laws, *understand* how they operate, inform *response* strategies and make Australia less attractive for visa related criminal activity. Board approved activity: ■ *Emerging Organised Crime Threats No. 2 Special Operation* ■ *Criminal Exploitation of Australia's Migration System No. 2 Special Operation*	■ *Discover* the links between illegal bookmaking and Australian serious and organised crime. ■ *Discover* the groups who profit from the illegal use of visas within Australia and the methods they use.

PROVISION OF AND PLANNED IMPROVEMENT TO NATIONAL INFORMATION AND INTELLIGENCE SYSTEMS AND SERVICES

The following table details the planned service delivery of all current services and planned improvements currently underway or confirmed to commence. The planned performance for 2017–18 is detailed, with known services and activities for the forward years of this plan included where confirmed. We will continue to engage closely with stakeholders during 2017–18 to define future service improvements in more detail.

Australia's various police agencies share essential policing information with each other through systems related to:

- **biometric and forensic services**—information related to fingerprints, facial recognition and DNA
- **cybercrime reporting services**—information related to types and incidents of cybercrime
- **frontline services**—information related to people, firearms and ballistics, vehicles and drugs
- **protection services**—information related to child protection, domestic violence and court orders

We will work with partners to develop service delivery requirements and measure our performance in delivering these services and new and improved services through our Performance Measurement Framework (see pages 20–21).

CATEGORY (NEW SERVICES IN BOLD)	NATIONAL INFORMATION AND INTELLIGENCE SERVICES	PLANNED PERFORMANCE 2017–18	PLANNED PERFORMANCE 2018–21
Biometrics and Forensics Current service	National Automated Fingerprint Identification Service (NAFIS) This service provides fingerprint and palm-print records and matching. It includes unidentified prints from crime scenes for future identification.	Continued service delivery.	This system will be decommissioned when the function is performed by BIS (see below).
Biometrics and Forensics **New and enhanced service**	**Biometric Identification Services (BIS)** This key project will provide fingerprint and facial identification and matching capabilities, replacing NAFIS.	**Commence rollout of new capability.**	**Complete rollout and continue service delivery.**
Biometrics and Forensics **Pilot**	**Biometrics at the Border** This system is intended to improve the ability of Border Force officers to perform security checks on travellers.	**Pilot will be continued in accordance with DIBP requirements.**	**Future to be determined based on pilot outcomes.**
Biometrics and Forensics Current service	National Criminal Investigation DNA Database (NCIDD) This database enables police to link DNA obtained at crime scenes to persons of interest or other crime scenes.	Continued service delivery.	Continued service delivery.
Biometrics and Forensics **New service**	**National DNA Investigative Capability (NDIC)** This service will enable relational DNA matching to identify familial connections. This will support both criminal investigations and victim identification.	**Implementation and continued service delivery.**	**Continued service delivery.**
Biometrics and Forensics Current service	National Missing Person and Victim System (NMPVS) This system provides information about long-term missing persons and supports matching of disaster victim information and unidentified human remains.	Continued service delivery.	Continued service delivery with testing and implementation of supplier driven improvements.
Cybercrime Current service	Australian Cybercrime Online Reporting Network (ACORN) This service enables members of the public to report cybercrime and provides improved insights into national cybercrime information.	Continued service delivery.	Continued service with enhanced capability incorporated (see below).
Cybercrime **Current service Enhancement**	**ACORN Enhancements** The enhancements to ACORN will improve the way the public reports are triaged and used to guide response strategies.	**Project planned to commence.**	**Project will be completed.**

CATEGORY (NEW SERVICES IN BOLD)	NATIONAL INFORMATION AND INTELLIGENCE SERVICES	PLANNED PERFORMANCE 2017–18	PLANNED PERFORMANCE 2018–21
Frontline—People Current service	National Police Reference System (NPRS) This system allows about 70,000 law enforcement personnel and other approved users to access and share national information on persons of interest.	Continued service delivery. We will undertake planning on the future direction and method of delivery.	Continued delivery and will retire this system when replaced by NPIH (see below).
Frontline—People **Future service**	**National Policing Information Hub (NPIH)** This solution and service will provide a platform to better create or integrate current and future policing systems and enable better ingestion of data into the NCIS sharing environment (see below) by leveraging contemporary Master Data Management technology.	**Progress implementation prior to service delivery.**	**Complete implementation and commence service delivery. This system will replace NPRS and is a foundation element of NCIS.**
Frontline—People Current service	National Names Index This index provides a high-level snapshot of national persons of interest, which informs operational and frontline police and national background checking.	Continued service delivery.	Plan to retire this system, as NSSISC will provide functionality (see below).
Frontline—People **Enhancement**	**National Support System Improved Search Capability (NSSISC)** This enhancement will improve the matching of data across the linked data sources to queries through the NPRS.	**Implementation.**	**Continued service delivery. This system will replace the National Names Index.**
Frontline—Firearms and Ballistics Current service	National Firearms Identification Database (NFID) This database is a reference tool for law enforcement users to identify firearms to a national standard.	Continued service delivery and improvement as part of the AFIN project (see below).	Changed service delivery as some functionality will be provided by AFIN.
Frontline—Firearms and Ballistics Current service	National Firearms Licensing and Registration System (NFLRS) This system lets users access state and territory firearm licensing and registration records.	Reduced service delivery as this will transition to AFIN (see below).	Will retire this system when AFIN is fully operational.
Frontline—Firearms and Ballistics **New and enhanced service**	**Australian Firearms Information Network (AFIN)** This network will enable greater firearms information to be accessed, through an improved interface, including the ability to follow the life of a firearm within Australia.	**Progressive work to integrate network with states and territories and improve quality of data in NFID.**	**Finalise full implementation and continued service delivery.**
Frontline—Firearms and Ballistics Current service	Australian Ballistics Information Network (ABIN) This network assists police electronically match crime scene ballistic evidence to the weapon used.	Continued service delivery. Review system fitness and suitability and plan future approach.	Continued delivery with development of updated service.
Frontline—Vehicles Current service	National Vehicles of Interest (NVOI) System This system enables police to record and check details about vehicles that may be stolen or suspect.	Continued service.	Continued service on new platform with future enhancements to be considered.
Frontline—Vehicles **Current service Enhancement**	**National Vehicles of Interest (NVOI) System re-platform** This activity will move the system to an enhanced platform which will improve performance.	**Project will commence.**	**Project will be completed during 2018–19.**
Frontline—Drugs Current service	National Clandestine Laboratory Database (ClanLab) This database enables the capture and sharing of information about seized clandestine laboratories.	Continued service delivery.	Continued service with future approach to be considered.
Frontline—Drugs **New service**	**National electronic end user declaration database** This system will introduce electronic forms to streamline the current paper-based handling of end user declarations by buyers when ordering controlled chemicals and equipment, and improve data management.	**The procurement aspect of the project will continue and be completed. Further planning will be undertaken for delivery to users.**	**System will be delivered with ongoing support and maintenance.**

CATEGORY (NEW SERVICES IN BOLD)	NATIONAL INFORMATION AND INTELLIGENCE SERVICES	PLANNED PERFORMANCE 2017–18	PLANNED PERFORMANCE 2018–21
Protection Current service	National Child Offender System (NCOS) This system enables police to share and manage information about people who have committed offences against children as required in each state and territory.	Continued service delivery with small improvements based on legislative change.	Continued service delivery.
Protection Current service	Child Exploitation Tracking System (CETS) This system automates matching of seized child exploitation images and videos with previously identified images, aiming to quickly identify children at risk and develop response strategies.	Continued service delivery. We will evaluate this service against the business need in a changing environment.	Future service delivery approach to be determined based on evaluation.
Protection Current service	Violent and Sexual Crime Database This database has information and analytical tools that can be applied to identify serial offenders of violent and sexual crimes.	Continued service delivery.	Continued service delivery with evaluation.
Protection **New service**	**Interim Order Reference Solution (IORS)** This interim service will make court orders (specifically Domestic Violence Orders) that are provided into the system automatically accessible to national law enforcement and other legitimate users, informing responses to an identified person.	**Commence service delivery.**	**Continued service delivery, with retirement when NORS (below) is fully implemented.**
Protection **New service**	**National Orders Reference Solution (NORS)** This service, when developed and implemented, will make court orders (specifically Domestic Violence Orders) provided into the system automatically accessible to national law enforcement and other legitimate users, informing responses to an identified person.	**Development**	**Implementation and continued service delivery.**
Intelligence Current service	Australian Law Enforcement Intelligence Network (ALEIN) This network enables secure connectivity for sharing criminal information and intelligence between Commonwealth, state and territory partners.	Continued service delivery.	As part of the enterprise architecture approach to consolidating our systems and moving to common technical platforms, ALEIN will over time be consolidated into our broader connectivity network.
Intelligence Current service	Australian Criminal Intelligence Database (ACID) This legacy system is a secure repository for partners and ourselves to input and access criminal intelligence. It provides some analytical tools.	Continued service delivery.	Continued service delivery until functionality is delivered by NCIS (funding dependent—see below).
Intelligence **Pilot**	**National Criminal Intelligence System Interim Solution (NIS)** This concept demonstrator will continue to be used by ACIC, police and Commonwealth partners to share police information and criminal intelligence. It will also allow ACIC to pilot and address security, connectivity, cultural and legal issues.	**Continued service delivery.**	**Continued service delivery until functionality is delivered by NCIS (funding dependent—see below).**

CATEGORY (NEW SERVICES IN BOLD)	NATIONAL INFORMATION AND INTELLIGENCE SERVICES	PLANNED PERFORMANCE 2017–18	PLANNED PERFORMANCE 2018–21
Intelligence **Future service**	**National Criminal Intelligence System (NCIS)—Production** This whole-of-government capability will provide the only national view of criminal intelligence and information. NCIS includes services to share, analyse, de-conflict, collaborate and connect law enforcement partners in a secure and trusted law enforcement information sharing environment.	**Future implementation and delivery is dependent on funding.**	**Future implementation and delivery is dependent on funding.**
Intelligence Current service	National Target System (NTS) This secure online system contains information about nationally significant crime groups and allows our partners (domestic and international) to access and provide information. It contains our National Criminal Target List and issues automated alerts relating to those listed targets.	Continued service delivery.	Continued service delivery.
Intelligence Current service	Gangs Intelligence Hub This service provides centrally held information and intelligence on outlaw motorcycle gangs as well as other gangs. It supports information sharing between our partners, including overseas partners.	Continued service delivery.	Continued service delivery.

Underpinning our service delivery and the design of new and enhanced services is our program to update and maintain the underlying networks and infrastructure. A number of our enhancements include efforts to move our systems off ageing technology.

We are also undertaking an enterprise architecture approach to our planning and design of new and replacement systems to consolidate our systems and move to common technical platforms. See our *Capability Section* for more information.

PROVISION OF AND PLANNED IMPROVEMENTS TO NATIONAL POLICE CHECKS

The **National Police Checking Service** enables Australian police agencies and accredited bodies to submit nationally coordinated criminal history checks. This enhances the safety of the community by helping to ensure the integrity of people placed in positions of trust.

The following table details the planned service delivery for our national police checking service.

CATEGORY	NATIONAL INFORMATION AND INTELLIGENCE SERVICES	PLANNED PERFORMANCE 2017–18	PLANNED PERFORMANCE 2018–21
Police Check Current service	National Police Checking Service (NPCS) This capability provides a centralised nationally coordinated criminal history check. This system is used for such purposes as citizenship, national security, employment related checks and Working With Children checks.	Continued service delivery. Commence implementation of new contractual model aligned with new legislation. Develop future operating model and implementation strategy.	Continued service delivery. Complete implementation of new contractual model. Implement future operating model.

HOW WE MEASURE OUR PERFORMANCE

The responsibility for making Australia safer, and reducing the impact of crime, is shared by many Commonwealth, state and territory government departments, policing and law enforcement agencies, and other entities. Overall achievement against this outcome is not always within our direct control or influence.

Ultimately, 'end of the chain' disruption activities (such as arrests, seizures and prosecutions) and prevention activities such as policy reform and law reform are usually undertaken by other agencies. However, our contribution may have been critical or crucial in some cases. In other cases, our contribution may have been more strategic or general in nature.

The ACIC has specific responsibilities and functions related to contributing to this shared effort.

The Australian community benefits from our activities, as our efforts (collectively with our partners) lead to a safer Australia. It is not possible to have a definitive measure of the level of Australia's safety from crime threats. In addition, as noted above, it is currently impossible to directly attribute the results of our activities to any changes observed in national crime statistics.

Our partners also benefit from our activities. This includes the policing, law enforcement and regulatory agencies we collaborate with and provided services, information and intelligence to, in order to support and improve their individual ability, and our collective ability, to make Australia safer.

Our agency's performance criteria identify the *intended results* of our contribution to, and impact upon, this shared effort.

We acknowledge that it is not possible to effectively measure our performance where the intended benefit of our activity is informing the strategic responses of other agencies to crime threats, as this information is not consistently or routinely recorded or made available by other agencies (although stakeholder surveys may provide a partial indicator). In these circumstances, narrative evidence on our strategic output is used to reflect our performance.

As we work in close partnership with our stakeholders, we are able to systematically collect performance data on how our joint activities have achieved against our shared outcome, and record our contribution to these outcomes. In other circumstances, our intelligence products are provided to a broad range of agencies and we do not always have 'line of sight' on their eventual use or impact. We do receive some feedback, but it is not systemic.

Our information and intelligence systems and services provide value to our stakeholders by enhancing their ability to undertake *their* role in keeping Australia safe. We cannot apportion specific aspects of their performance to our contribution, but we can measure the quality, volume of data provided and reliability of these systems. We also seek to measure the efficiency and effectiveness benefits our partners gained through new and enhanced systems.

Our performance criteria align with our purpose and strategic approach: to **connect**, **discover** and **understand** so Australia can better **respond** to crime threats. Our performance criteria are applied across all our activities to determine the achievement of the agency in delivering its purpose. Due to the interrelated nature of our activities, our activities can achieve multiple types of performance outcomes.[7]

The most tangible and easily understood aspects of our performance are those relating to **respond**, where crime is disrupted or prevented. This performance is based on a framework of previous work to **discover** and **understand** the criminality, to enable the response. It is also underpinned by the vital work to **connect** criminal information and intelligence in undertaking all these activities.

Some of our strategies are short-term and some are long-term. This means in any reporting period, to provide a true picture of our performance, we must reflect on our contribution across the performance criteria even when some of our work to discover and understand has not yet resulted in a tangible response or outcome for the Australian community.

7 For example, a single activity can discover new criminal targets and methodologies, provide new insight and national understanding and inform a specific disruptive response or preventative action by another agency. We will connect with partners in undertaking this activity and share the results through our national information and intelligence services.

Each of the performance criteria has a number of measures for efficiency and effectiveness (incorporating a mix of quantitative and qualitative information).

- Quantitative measures are benchmarked against previous performance with accompanying analysis to provide a basis for assessment.
- Qualitative measures provide evidence demonstrating our effectiveness against the intended result.
- As our stakeholders are important to understanding the effectiveness of our performance, our stakeholder survey results are part of the suite of measures used to assess performance against each criteria. Our survey design enables assessment against specific performance criteria.

Also, the nature of our work, which requires us to adjust our strategies to respond to criminal threats and meet the changing needs of our stakeholders, means it is not appropriate or possible to have set targets or purely quantitative measures. We need to continue to update our measures and methods of capturing our performance to reflect our work and our impact.

PERFORMANCE MEASUREMENT FRAMEWORK 2017–21

✓ Measure applies
+ Planned measure applies

CONNECT	We help our partners by: Providing them with systems and services; Sharing criminal intelligence and information, policing and other relevant information; and Connecting partners to us and each other.				
PERFORMANCE CRITERIA*	**MEASURES 2017–18**	**2018–19**	**2019–20**	**2020–21**	**PLANNED MEASURE IMPROVEMENTS**
CONNECT 1 Existing ACIC systems and services are accessible, used and reliable.	Comparative multi-year statistics on systems and services ▪ Availability, and ▪ usage. Stakeholder survey results.	✓	✓	✓+	Improved automated and user feedback regarding system experience.
CONNECT 2 The delivery and implementation of new and enhanced ACIC systems and services satisfies the needs of stakeholders and users.	Demonstrated delivery and implementation of systems and services that satisfies stakeholders and users. Stakeholder survey results.	✓	✓+	✓+	Post-implementation feedback and benefits realisation studies on new and enhanced national policing systems and services on the usefulness, usability and improvement to capability.
CONNECT 3 The ACIC is sharing increasing volume, breadth and formats (mediums, platforms) of criminal intelligence and information, police information, and other relevant information.	Comparative multi-year statistics on volume and breadth of intelligence and information shared.	✓	✓	✓	
CONNECT 4 The ACIC builds, coordinates and maintains strong and collaborative relationships with domestic and international partners.	Qualitative instances of coordination and collaboration. Stakeholder survey results.	✓	✓	✓	
DISCOVER	We build the picture of crime impacting Australia by: Collecting information; and Combining information; to discover new areas of national focus.				
PERFORMANCE CRITERIA*	**MEASURES 2017–18**	**2018–19**	**2019–20**	**2020–21**	**PLANNED MEASURE IMPROVEMENTS**
DISCOVER 1 The picture of crime impacting Australia is improving because the ACIC is discovering crime threats, vulnerabilities, patterns, methods and trends previously unknown.	Qualitative instances of our discovery of previously unknown crime threats that impact Australia. Stakeholder survey results.	✓	✓+	✓+	Improving our collection and measurement of performance in identifying previously unknown targets across broader crime themes.

***Source:** *Portfolio Budget Statement—Program 1.1*

UNDERSTAND	We improve our understanding of the picture of crime impacting Australia by undertaking analysis to guide a better response.				
PERFORMANCE CRITERIA*	**MEASURES 2017–18**	**2018–19**	**2019–20**	**2020–21**	**PLANNED MEASURE IMPROVEMENTS**
UNDERSTAND 1 The understanding of the picture of crime impacting Australia is increasingly more comprehensive, integrated and relevant.	Comparative multi-year statistics on the production of strategic intelligence that creates a more comprehensive integrated and relevant picture of crime. Qualitative instances of our outputs that improve the understanding of crime impacting Australia. Qualitative feedback on instances where our understanding has guided partner responses. Stakeholder survey results.	✓	✓	✓	Improve our collection and measurement of performance on how our intelligence products are used by partners.
UNDERSTAND 2 The understanding of the picture of crime impacting Australia is increasingly used to guide strategies and responses to crime.		✓	✓+	✓+	

RESPOND	We improve the national ability to prevent and disrupt crime and protect the community.				
PERFORMANCE CRITERIA*	**MEASURES 2017–18**	**2018–19**	**2019–20**	**2020–21**	**PLANNED MEASURE IMPROVEMENTS**
RESPOND 1—PREVENT The ACIC better informs and influences the hardening of the environment against crime.	Qualitative instances of informing preventative and environment hardening responses. Qualitative instances of responses we have contributed to preventing crime. Stakeholder survey results.	✓	✓+	✓+	Improve our collection and measurement of performance on how our intelligence products are used by partners.
RESPOND 2—DISRUPT The ACIC is conducting investigations and intelligence operations, and producing intelligence that is effective in disrupting, disabling and dismantling serious and organised crime.	Comparative multi-year disruption statistics on: ■ entities disrupted, disabled and dismantled ■ apprehensions and convictions ■ seizure and confiscation of drugs and cash ■ confiscation of proceeds of crime assets ■ tax assessed and recovered. Stakeholder survey results.	✓	✓+	✓+	Expand our measurement of disruption to include transnational activities and improve our standardisation of measurement and reporting. Improve our collection and measurement of performance on how our intelligence products are used by partners.
RESPOND 3—PROTECT ACIC partners are better informed and enabled to undertake policing and community safeguarding activities through access to national information systems and services.	Comparative multi-year statistics on the volume and use of national policing and related information provided by the ACIC by: ■ type ■ number of users ■ searches ■ checks ■ matches. Stakeholder survey results.	✓	✓	✓+	Post-implementation benefits realisation studies of new or enhanced (or existing if benchmark exists) national policing information systems demonstrating improved capability to undertake policing and community safety activities.

***Source:** *Portfolio Budget Statement—Program 1.1*

CAPABILITY

The ACIC has a combination of specialised and general underpinning capabilities that enable us to achieve our purpose.

The following table outlines our key capabilities and the capability improvements planned for the life of the plan. These planned improvements are a response to the challenges and risks identified in the *environment section*.

ACIC CAPABILITIES	PLANNED CAPABILITY IMPROVEMENTS DURING LIFE OF THIS PLAN 2017–2021	ENVIRONMENTAL CHALLENGE/RISK
CAPABILITIES SUPPORTING OUR STRATEGIES TO RESPOND TO CRIMINAL THREATS		
Strategic intelligence assessments	The ACIC Strategic Intelligence Workplan 2017–18 has been revised to respond to, and inform, the developing priorities and requirements of our stakeholders. The training and development of the strategic intelligence analyst cohort in 2017–18 and beyond will continue to be focused on participation in Five Eyes Law Enforcement Group training courses in partner countries, providing world-class proficiencies and the development of a community of professional practice.	Ensuring we have the right capabilities to deliver our outputs to the required standards.
International collaboration/footprint capability	We have received funding to develop our international intelligence capability to improve our collaboration and effectiveness in disrupting criminals impacting on Australia.	Significant threat to Australia from transnational crime (page 6).
Intelligence analysis capability	We develop our intelligence capability within a multidisciplinary program which focuses on adaptable and responsive development across analytical, investigative and technical capabilities. Following a review of our intelligence capability in 2016–17, the ACIC has established an Analyst Training and Development Continuum with new analytical tradecraft training courses designed and run in collaboration with the AFP. These courses will begin in 2017–18 and continue into the future. New mentoring and coaching programs for analysts are also being developed with state and territory partners.	Ensuring we have the right capabilities to deliver our outputs to the required standards.
Investigative capability	We engage with our partners, both domestic and international, to monitor advances in practice and equipment. We are developing a comprehensive strategy to ensure our people, processes and equipment are effective in investigating and disrupting criminals.	We must ensure compliance with all relevant legislation and ensure an effective investigative capability.
Special powers	The processes for managing and using our special powers (described on page 5) have undergone a comprehensive review, and we will be implementing enhancements to our processes in 2017–18 to increase the effectiveness and efficiency of these powers.	Due to the nature of our special powers, we must ensure they are always used appropriately and effectively.
Lawful covert surveillance of criminals	The risk of technology overtaking our capability and criminals using technology and encryption to avoid surveillance is growing. To support our efforts against this, we have received funds from the Confiscated Assets Account[8] which will enable us to build our surveillance capability. We are also enhancing the way our operational specialists undertake their activities by investing funding in mobile communications solutions.	Changes in the communications environment used by criminals (page 7).

8 Funding that has been raised through the confiscation of criminal assets can be issued through the *Proceeds of Crime Act 2003*.

ACIC CAPABILITIES	PLANNED CAPABILITY IMPROVEMENTS DURING LIFE OF THIS PLAN 2017–2021	ENVIRONMENTAL CHALLENGE/RISK
CAPABILITIES TO ENHANCE OUR NATIONAL INFORMATION AND INTELLIGENCE SERVICES		
National criminal information and intelligence databases and services	Our primary capability focus is the National Criminal Intelligence System (NCIS). The intended outcome of implementing this solution will be transformational for the agency. We will work with partners to develop an information sharing operating model to underpin the future NCIS, outlining what data will be shared, when, how and by who. We will also trial federated security solutions.	Meeting our Stakeholder information and intelligence needs (Stakeholder Environment, page 8).
Technology infrastructure	Enhancements to our technology infrastructure will enable us to better respond to the anticipated challenges of increased data processing, caused by both the environmental shifts in communications and our increased capability to collect, correlate and analyse broader data to create more intelligence and insights.	Technology changes in the criminal environment impacting on our operations—increased volumes of data (Criminal Environment, page 6).
CAPABILITIES TO SUPPORT OUR POLICE CHECKS		
National Police Checking Service	Improving our National Police Checking Service capability is a priority for 2017–18. We are currently engaging with our stakeholders to ensure the principles of proposed changes are aligned with their requirements, given the service is so intrinsically linked to all police forces in Australia. Implementation of the changes will extend through the life of this plan. We will continue to implement the changes necessary due to the transition of this service under our amended legislation and in response to other government requirements.	Criminal environment threats and the need to strengthen and improve this capability (page 7). New legislative environment (page 9).
GENERAL CAPABILITIES		
Strategic stakeholder and governance framework	We will work closely with Government, our Board, our partner agencies and other stakeholders to enhance our engagement frameworks to enable us to operate effectively. The new Home Affairs Portfolio will become an important part of strengthening and developing our engagement capabilities both with the Commonwealth and with the states and territories in the future.	Changes to our governance frameworks (Governance Environment, page 9).
Program and project management	Improving change management is a priority in 2017–18. A key focus of this improvement is enhancing our program and project management capabilities.	Effective delivery of large projects is a core function and must be maintained and enhanced.
Information technology and communications (ICT)	A comprehensive program to provide contemporary and future technology infrastructure and capability is underway. Consolidating the former agencies' technology and shaping the future infrastructure to meet the growing needs of the ACIC is a priority. We will refresh the ICT infrastructure and consolidate all users from pre-merge agency platforms onto a common desktop platform. Consolidation will occur across end user computing, database and storage, security, networking and corporate domains.	For the ACIC, as a new agency, to work cohesively it requires effective and consolidated underlying ICT infrastructure. We have a mixture of ageing and end-of-life infrastructure which will impede and place at risk the agency's ability to develop and deploy future capabilities. Consolidation and transformation will take place over a number of years while continuing to maintain the systems and services that deliver our core functions.

FOCUS ON OUR PEOPLE

The right workforce is essential to underpin all our capabilities. We are committed to attracting, protecting, developing, supporting and retaining our people.

Our aim is a professional, high performing workforce driven by strong leadership and shared values and culture. We want the right people, with the right skills, in the right place, at the right time.

AIM	PLANNED DEVELOPMENT 2017–2021
Professional workforce	■ a systematic approach to workforce planning ■ structured learning and development ■ career management
Shared values and culture	■ culture plan ■ rewards and recognition ■ performance framework ■ workplace diversity and inclusion
Strong leadership	■ leadership framework ■ leadership strategy ■ leading and managing change ■ succession planning

These planned capability development activities are designed to deal with the challenges of being a newly formed agency with combined ways of functioning and emerging workforce requirements, and to assist staff to transition through change.

RESOURCES

The following table shows the resources the ACIC has to invest in achieving its purpose. We need to manage our resources within the funding streams and parameters, including New Policy Proposals and funding from the Confiscated Assets Account.

ACIC RESOURCES		2017–18 $(m)	2018–19 $(m)	2019–20 $(m)	2020–21 $(m)
FTE		**776**	**779**	**777**	**747**
OPERATING FUNDING		**2017–18**	**2018–19**	**2019–20**	**2020–21**
Base appropriation		**79.607**	**78.216**	**78.333**	**78.910**
Funded government policy initiatives	**Expires in:**	**8.316**	**7.030**	**5.268**	**-**
Australian Gangs Intelligence Coordination Centre	2 years	1.763	1.754		
Enhanced security	3 years	0.886	0.891	0.896	
Cybersecurity	3 years	4.803	4.385	4.372	
National Order Reference System	1 year	0.864			
Proceeds of Crime Act funding		**7.693**	**7.775**	**1.509**	**-**
Criminal Asset Confiscation Taskforce	1 year	0.517			
International secondments	2 years	1.112	1.471		
Wastewater Analysis	2 years	1.190	1.197		
Mobile surveillance capability	2 years	0.101	0.101		
National information connectivity and security trial	2 years	1.472	1.526		
Surveillance capabilities for high-end deliberately encrypted communication devices	2 years	1.800	1.987		
National tactical communications network	3 years	0.253	0.253	0.253	
International serious and organised crime intelligence hubs pilot	3 years	1.248	1.240	1.256	
Services to other government agencies		**6.092**	**4.749**	**2.915**	**2.944**
Serious Financial Crime Taskforce	2 years	1.886	1.905		
Other services	various	4.206	2.844	2.915	2.944
Resources received free of charge		**1.670**	**1.670**	**1.670**	**1.670**
Services to policing and accredited partners		**81.686**	**81.199**	**82.011**	**82.831**
Total operating funding		**185.064**	**180.639**	**171.706**	**166.355**
CAPITAL FUNDING		**2017–18**	**2018–19**	**2019–20**	**2020–21**
Base appropriation		2.640	2.624	2.625	2.639
Funded government policy initiatives		**0.580**	**-**	**-**	**-**
Enhanced Security	1 year	0.200			
Cybersecurity	1 year	0.380			
Trans-Pacific Partnership	1 year				
Proceeds of Crime Act funding		**4.673**	**3.380**	**-**	**-**
National information connectivity and security trial	2 years	3.423	3.380		
Surveillance capabilities for high-end deliberately encrypted communication devices	1 year	1.000			
National tactical communications network	1 year	0.250			
Internally funded capital		**11.949**	**11.750**	**11.750**	**12.310**
Funded policing projects from cash reserves		**14.171**	**-**	**-**	**-**
Biometric Identification Services	1 year	12.820			
Enhanced network connectivity	1 year	0.680			
National Firearms Interface	1 year	0.671			
Total capital funding		**34.013**	**17.754**	**14.375**	**14.949**

RISK OVERSIGHT AND MANAGEMENT

The ACIC applies a risk management approach across its diverse range of activities. The complex legal, stakeholder and criminal environment that the ACIC operates in involves a degree of risk. A key element of the way the ACIC operates is to manage these risks by embedding risk management in all the agency's functions and establishing and maintaining strong control frameworks.

The strategies we use to deliver our purpose (pages 10–15) are informed by our assessment of our environmental risk (pages 6–9). Our responses to the environmental risks drive the achievement of our purpose. Identified risks take the form of identified criminal threats, as well as the challenges and risks that arise from changes in our stakeholder and governance environments. The way we plan and manage our response to these risks, through our strategies, planned changes and development of new capabilities is critical to the continued delivery of our purpose.

The ACIC faces a variety of potential risks such as failure to respond to key changes in the criminal environment, failure to manage and use intelligence and information appropriately, failure to meet the needs of stakeholders and engage effectively to broker joint responses, failure to effectively manage our special powers and carry out our legislative functions with a high degree of integrity, or being found to be non-compliant. The identification, analysis, treatment and review of risks are undertaken as part of major ACIC activities and at the agency level. This contributes to the effective and efficient achievement of the ACIC's purpose.

MAJOR ACIC ACTIVITIES	
Managing crime threats/ risks	Our strategies to respond to the criminal threats to Australia are approved and monitored through the ACIC's Organised Crime Management Committee. In undertaking this work we have two frameworks that assist us to manage two key areas of risk: ■ The ACIC has a low risk appetite relating to the workplace health and safety of all involved in our operations. Our operational activities, with higher levels of risk due to interaction with the criminal environment, are tightly managed through the expertise of the highly trained and experienced officers within our structure of comprehensive processes and procedures. ■ To be successful in enabling an effective response to the criminal threats impacting Australia, the ACIC must successfully maintain and develop productive relationships with all our critical stakeholders. Our external engagement framework maintains close engagement with our Commonwealth and state and territory partners. Our international engagement capability manages our international relationships. The ACIC Board approves the special investigations and operations that allow the use of the ACIC's special powers, this committee approves and monitors the conduct and outcomes of each project undertaken under these investigations and operations.
Information and intelligence systems and service delivery risks	The risks involved in maintaining our information and intelligence service delivery and undertaking our projects to build new capabilities are managed through the ACIC's Technology Governance Committee. The committee oversees the implementation of our strategies and responds to escalated issues. This committee is supported by the Project Management Office and program and project boards (including both ACIC and external stakeholder representatives).

MAJOR ACIC ACTIVITIES

Agency control and assurance frameworks and management of capability risks

The ACIC's Corporate Committee has responsibility for overseeing the procedures and plans for significant business risks such as the Business Continuity Plan, the Disaster Recovery Plan, the Fraud and Security Plan and the Work Health and Safety framework.

We have undertaken a post-merger review and revision of our risk framework to assist us to undertake an integrated approach to the management of these business risks.

The committee (in concert with the Audit Committee) monitors the effectiveness and strengthens the agency control frameworks governing:

- work health and safety
- security
- business planning
- risk management
- internal audit
- business continuity management
- people management (including employment conditions and staff consultation)
- recruitment
- information management
- stakeholder engagement
- change management
- workforce planning
- fraud and corruption prevention.

This committee also undertakes planning to enable the agency to adapt our capabilities to enable us to be effective in a changing environment.

ENTERPRISE LEVEL RISK OVERSIGHT

These three key management committees are overseen by the Commission Executive Committee (CEC). The CEC is responsible for the strategic management of the agency, for the management of agency resources to achieve its purpose and for setting the agency's appetite for risk.

The Audit Committee supports the CEC in its oversight function. The Audit Committee reviews internal and external audit reports, considers findings and recommendations and oversees the internal audit program. The committee also monitors risk, internal controls, fraud and corruption prevention activities and performance reporting.

APPENDIX A: ACRONYMS FROM ACIC STAKEHOLDER DIAGRAM ON PAGE 8

ABF	Australian Border Force
ACIC	Australian Criminal Intelligence Commission
ACIC-IGC	Australian Criminal Intelligence Commission Inter-Governmental Committee
ACSC	Australian Cyber Security Centre
ACTC	Australian Counter-Terrorism Centre
ACTPol	Australian Capital Territory Police
AFP	Australian Federal Police
AGD	Attorney-General's Department
AIC	Australian Institute of Criminology
ASD	Australian Signals Directorate
ASIC	Australian Securities and Investments Commission
ASIO	Australian Security Intelligence Organisation
ATO	Australian Taxation Office
AUSTRAC	Australian Transaction Reports and Analysis Centre
DFAT	Department of Foreign Affairs and Trade
DIBP	Department of Immigration and Border Protection
ISPs	Internet service providers
NSWPF	New South Wales Police Force
NTPol	Northern Territory Police
ONA	Office of National Assessments
PJC-LE	Parliamentary Joint Committee on Law Enforcement
PM&C	Department of the Prime Minister and Cabinet
QPS	Queensland Police Service
SAPol	South Australia Police
TASPol	Tasmania Police
Telcos	Telecommunication companies
VICPol	Victoria Police
WAPol	Western Australia Police

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