



**ACT**  
Government

Justice and Community Safety

# ACT CORRECTIVE SERVICES INTELLIGENCE FRAMEWORK

JUSTICE AND COMMUNITY  
SAFETY DIRECTORATE

10 FEBRUARY 2020

## DOCUMENT INFORMATION

Approval

Date approved/effective: 10 FEBRUARY 2020

Approved by: Jon Peach, Commissioner, ACT Corrective Services

Signature:



Review date: Two years from date of effect, following a significant change or there is a change in security risk

Details

Document Properties	Approval Details
<b>Framework Name:</b>	ACTCS Intelligence Framework
<b>Framework Number:</b>	
<b>Framework Type:</b>	
<b>Custodian:</b>	ACT Corrective Services
<b>Framework Advisor:</b>	Director IIU
<b>Responsible Branch:</b>	Commissioner, ACTCS
<b>Stakeholders:</b>	
<b>Document/Legislation References:</b>	

Amendment history

Version	Issue Date	Amendment Details	Author
1.0	01/07/2018	First Version	S Lysons-Smith
2.0	10/02/2020	Second Version	M O’Leary

**CONTENTS**

DOCUMENT INFORMATION ..... 2

DEFINITION OF TERMS ..... 6

1. PURPOSE ..... 7

2. SCOPE ..... 7

3. BACKGROUND ..... 7

4. FRAMEWORK STATEMENT ..... 7

5. ROLES AND RESPONSIBILITIES ..... 7

6. DETAILS OF THE POLICY ..... 9

    6.1 THE INTELLIGENCE CYCLE ..... 9

    6.2 DIRECTION ..... 9

    6.3 COLLECTION ..... 9

    6.4 COLLATION ..... 11

    6.5 ANALYSIS ..... 11

    6.6 REPORTING ..... 11

    6.7 NEED-TO-KNOW PRINCIPLE ..... 12

    6.8 FEEDBACK ..... 12

    6.9 TYPES OF INTELLIGENCE ..... 12

        6.9.1 TACTICAL INTELLIGENCE ..... 12

        6.9.2 OPERATIONAL INTELLIGENCE ..... 12

        6.9.3 STRATEGIC INTELLIGENCE ..... 13

    6.10 STAKEHOLDERS ..... 13

- 6.10.1 INTELLIGENCE & INTEGRITY UNIT..... 13
- 6.10.2 ACTCS CUSTODIAL OPERATIONS ..... 13
- 6.10.3 ACTCS COMMUNITY CORRECTIONS ..... 14
- 6.10.4 ACT POLICING..... 14
- 6.10.5 OTHER CORRECTIONS SERVICES ..... 14
- 6.10.6 LAW ENFORCEMENT ..... 15
- 6.10.7 FEDERAL GOVERNMENT AGENCIES ..... 15
  
- 7. NON-COMPLIANCE WITH THIS FRAMEWORK ..... 15
  
- 8. REVIEW ..... 15
  
- 9. ENQUIRES..... 15

## DEFINITION OF TERMS

Term	Definition
<b>ACTCS</b>	ACT Corrective Services
<b>Analysis</b>	The tools, techniques and processes by which collated information is converted into intelligence.
<b>CCO</b>	Community Corrections Officer
<b>CO</b>	Custodial Officer
<b>Collation</b>	The assessment and storage of information to assist with analysis.
<b>Collection</b>	The gathering of information for the purpose of producing intelligence.
<b>IIU</b>	ACTCS Intelligence and Integrity Unit
<b>IMC</b>	Intelligence Management Committee
<b>Information</b>	Unrefined, unprocessed raw data. It may consist of details, facts, personal particulars, observations, rumour, hearsay, documents, news, figures or statistics.
<b>Intelligence</b>	Intelligence is a product derived from adding value to information to develop meaning and provide insight that informs and influences decision-making.
<b>Reporting</b>	The methods by which intelligence is communicated to stakeholders. It can be written, in a formal intelligence product or a verbal briefing.

## 1. PURPOSE

The purpose of this document is to provide a framework for the intelligence capability within ACTCS.

## 2. SCOPE

This policy applies to all ACTCS staff members. Where required, the ACTCS Executive Director will establish operational procedures under this policy

## 3. BACKGROUND

In 2017-18, the ACT Government provided budget funding to enhance the intelligence capacity of ACTCS. Following this, ACTCS established the Intelligence and Integrity Unit (IIU) in 2018 to strengthen its overarching intelligence capability. A key focus of the unit is enhancing the intelligence gathering and analytical capacity across the Agency, with a robust intelligence framework contributing to the safety of the community, staff, detainees and clients.

## 4. FRAMEWORK STATEMENT

ACT Corrective Services (ACTCS) contributes to a safer community through the safe, secure, decent and humane management of detainees in custody and offenders the community. A robust intelligence capability is central to the organisation’s ability to uphold this commitment.

## 5. ROLES AND RESPONSIBILITIES

Role	Responsibilities
<b>Executive Director, ACTCS</b>	Provides direction to the IIU. Supervises the Manager of the IIU. Key reporting stakeholder.
<b>General Managers</b>	Provide direction to the IIU through the IMC. Key reporting stakeholders.
<b>Deputy GM AMC</b>	
<b>Head of Security</b>	Provide direction to the IIU through the IMC. Key reporting stakeholders.
<b>Head of Community Corrections</b>	Provide information to the IIU.

Role	Responsibilities
<b>Head of Accommodation</b>	Key reporting stakeholder. Provide information to the IIU.
<b>Manager IIU</b>	Manage IIU. Provide high-level briefings to IMC members in an out of session. Liaise with Heads of Security, Accommodation and Community Corrections.
<b>Team Leader IIU</b>	Manage analysts. Provide secretariat to IMC. Liaise with Security and Accommodation COs and Community Corrections CCOs.
<b>CO4s &amp; CO3s</b>	Reporting stakeholders. Provide information to the IIU.
<b>CO2s &amp; CO1s</b>	Provide information to the IIU.
<b>CCOs</b>	Provide information to the IIU.



## 6. DETAILS OF THE POLICY

### 6.1 THE INTELLIGENCE CYCLE



Figure 1: ACTCS Intelligence Cycle

Above is the ACTCS intelligence cycle. This is the process IIU will use to produce intelligence for ACTCS and external stakeholders.

### 6.2 DIRECTION

Direction will ensure intelligence has clear operational and strategic objectives, ensuring information collection and intelligence production is focussed and problem-oriented.

Strategic direction will be provided by the Executive Director and the Executive Team.

Operational direction will be provided by the Intelligence Management Committee (IMC), which meets once per month. The terms of reference for the IMC is at Attachment D.

### 6.3 COLLECTION

Information is the basis of sound intelligence analysis.

The IIU will develop and communicate to relevant staff information collection requirements. For specific intelligence projects, this will be in a formal information collection plan.

The IIU will collect and receive information from the following sources:

- > Custodial Officers

- > Community Corrections Officers
- > Other members of ACTCS staff
- > Staff members of partner ACT government agencies, such as ACT Health.
- > Detainees in custody (via Custodial Officers)
- > Offenders on community corrections orders (via Community Corrections Officers)
- > Detainee mail
- > Detainee telephone calls
- > Detainee emails
- > Visitors to ACTCS facilities (via Custodial Officers)
- > Other corrective services
- > Law enforcement agencies
- > ACT Government agencies
- > Federal government agencies
- > Open source
- > Members of the Public, via the Intelligence Reporting Line

Information will be collected by, or provided to, the IIU in a variety of ways, including:

- > Security Information Reports
- > Incident Reports
- > Custodial Information System
- > Online Integrity Reporting tool (ACTCS employees)
- > Detainee, offender or visitor interviews
- > Intelligence reports from external agencies
- > Emails
- > Phone calls
- > Verbally

Employees, contractors or volunteers who provide information will receive acknowledgement and where possible feedback on the information they provide. The IIU will not divulge the

ACTCS information collected by or provided to the IIU will be handled confidentially. It will be stored in accordance with its security classification or handling restrictions, as per the ACT Government Protective Security Policy Framework (PSPF) Information Security Mandatory Requirements. The identity of those providing information will not be divulged outside the IIU and ACTCS Senior Management unless required by law.

Information provided to ACTCS by external agencies will be handled and stored in accordance with the originating agency security classification and handling restrictions. This information will not be disclosed to any third party without the permission of the originating agency.

## 6.4 COLLATION

Information the IIU receives will be assessed using the admiralty scale below:

Source Rating	Information Rating
A – Completely Reliable	1 – Confirmed
B – Usually Reliable	2 – Probably True
C – Sometimes Reliable	3 – Possibly True
D – Usually Unreliable	4 – Probably Untrue
E – Unreliable	5 – Untrue
F – Reliability Unknown	6 – Truthfulness Unknown

Table 1: ACTCS Admiralty Scale

Information the IIU receives will be collated using the ACTCS iBase intelligence database IRIS (Integrated Real-time Intelligence System). Access to this system will be restricted to the IIU and the Executive Director.

Where appropriate, IIU will also store data in other forms to assist with analysis (such as spreadsheets and Analyst’s Notebook charts).

## 6.5 ANALYSIS

Analysis is the tools, techniques and processes by which collated information is converted into intelligence.

All analytical tools, techniques and processes employed by the IIU will be logical, systematic and in line with intelligence best practice.

## 6.6 REPORTING

The IIU will use a range of reporting techniques to provide intelligence to its stakeholders. In addition to verbal briefings, the IIU will use the following written intelligence products:

Level	Product title	Description
Tactical	Intelligence Report	Provides information and intelligence to assist tactical decision making. This could include intelligence on contraband introductions, groups or gangs operating in the AMC or offenders breaching Community Corrections orders.
Tactical	Target Profile	Collates information and intelligence on a detainee in custody, offender in the community, visitor to a correctional centre or other person of interest.
Tactical	Intelligence Bulletin	A quick, heads-up product designed to provide staff with information on an unusual incident or new trend.
Operational	Intelligence	Identifies trends, patterns or overviews, analyses groups,

	Assessment	networks and provides proactive targeting opportunities by examining and understanding the operational environment.
Strategic Assessment	Strategic Assessment	Provides a strategic overview for senior management.

Table 2: IIU Intelligence Products

## 6.7 NEED-TO-KNOW PRINCIPLE

When disseminating intelligence, a central factor is the need-to-know principle.

Under this principle, only staff that have a need to know the intelligence for business reasons will receive an intelligence product.

For this reason, staff who receive an intelligence product are not permitted to forward it on to other staff.

However, there will be occasions when staff need to communicate with other staff about the content of an intelligence report or to quote the report in an official document. To facilitate this, Intelligence Assessments and Intelligence Reports contain a section called Summary for Official Purposes. If staff need to discuss the report with other staff or quote the product in an official document, the information in this section can be used in this way.

## 6.8 FEEDBACK

It is important for recipients of IIU Intelligence reporting to provide feedback. This feedback helps continuous improvement in the quality of intelligence reporting and contributes to future direction. Feedback will be provided in an email to [ACTCS-Intelligence@act.gov.au](mailto:ACTCS-Intelligence@act.gov.au).

## 6.9 TYPES OF INTELLIGENCE

### 6.9.1 TACTICAL INTELLIGENCE

Tactical intelligence will support decision-making, understanding and resource allocation at the local level. It will be target-centric or activity-focused, based on limited or single source information and will provide limited analysis beyond the initial evaluation of information. Tactical intelligence will often support business-as-usual, identify specific local threats or identify immediate safety and security issues.

### 6.9.2 OPERATIONAL INTELLIGENCE

Operational intelligence will support decision-making and understanding at a team or function level. It will identify targeting opportunities, convergences across multiple areas of focus, trends, patterns or proactive opportunities. Operational intelligence will usually focus on groups or networks to identify the threats they pose or trends in activity.

### 6.9.3 STRATEGIC INTELLIGENCE

Strategic intelligence will support decision-making and understanding at a whole of agency level. It will provide high-level insight and understanding and will contribute to policy development, strategy or legislative change.

### 6.10 STAKEHOLDERS

Effective intelligence will rely on building strong partnerships with stakeholders, both within ACTCS and external to the organisation.

The IIU will liaise regularly with all stakeholders to promote a collaborative approach to intelligence within ACTCS. As part of this, the IIU will participate in national fora on corrections intelligence and countering violent extremism.

#### 6.10.1 INTELLIGENCE & INTEGRITY UNIT

The IIU will be objective and consumer-focused, with its primary function to provide intelligence support to the operational areas of ACTCS.

The IIU will centralise collection and analytical capability and will provide for a single picture of the ACTCS operating environment.

The IIU will interpret the direction set by ACTCS senior executive and operationalise these requirements across the organisation. The IIU will develop and disseminate organisation-wide intelligence requirements.

The IIU will be a central point of receipt for all external intelligence provided to ACTCS, as well as coordinating any requests for information from intelligence stakeholders.

#### 6.10.2 ACTCS CUSTODIAL OPERATIONS

Custodial Operations plays an important role in the ACTCS intelligence capability. A high proportion of information collection comes from custodial officers through Security Information Reports.

The IIU will provide intelligence support to Custodial Operations at the Alexander Maconochie Centre (AMC). This will occur at both an operational and management level.

At least one IIU staff member will be present at the AMC four days a week (other than public holidays). The staff member/s will liaise with the AMC Security Unit and custodial officers working in detainee accommodation areas and will obtain information on incidents, persons of interest and trends in behaviour. The staff member/s will also provide intelligence support to custodial operations.

The IIU Manager will hold regular meetings with the heads of Security and Accommodation at which the latest trends and issues will be discussed. This meeting will ensure all three units are kept informed of upcoming activity so support and assistance can be given where needed.

The IIU Manager will be a participant in the monthly AMC Security Managers meeting. At this meeting the IIU Manager will provide an intelligence briefing on security matters to all participants.

The IIU Team Leader will meet regularly with Custodial Officers in the Security Unit to ensure collaboration between the teams and to discuss operational requirements and intelligence support.

### 6.10.3 ACTCS COMMUNITY CORRECTIONS

Community Corrections will be supported by the IIU. This includes providing advice and intelligence support to Community Corrections staff, sharing information and intelligence, and assisting in the development of information collection and reporting strategies.

The IIU Manager will hold regular meetings with the head of Community Corrections at which the latest trends and issues are discussed.

### 6.10.4 ACT POLICING

The IIU will be the central point of contact for and will coordinate the sharing of intelligence with ACT Policing Intelligence.

To facilitate sharing of information, the IIU will host an in-posted ACT Policing representative in the unit.

The IIU will process and respond to all requests for information from ACT Policing. All such requests will be made in writing with justification for the request.

The IIU will be responsible for responding to such requests, including ensuring all are in accordance with ACT legislation and ACTCS policy and procedures.

All requests and responses will be recorded in IRIS.

### 6.10.5 OTHER CORRECTIONS SERVICES

The IIU will be the central point of contact for the sharing of intelligence with other corrections services around Australia and New Zealand.

The IIU will process and respond to all requests for information from other corrections services. All such requests will be made in writing with justification for the request.

The IIU will be responsible for responding to such requests, including ensuring all are in accordance with ACT legislation and ACTCS policy and procedures.

All requests and responses will be recorded in IRIS.

Where possible, a representative of the IIU will attend the annual corrections intelligence conference.

#### 6.10.6 LAW ENFORCEMENT

As well as ACT Policing, the IIU will be the central point of contact for the sharing of intelligence with law enforcement agencies, state and federal, around Australia.

The IIU will process and respond to all requests for information from law enforcement services. All such requests will be made in writing with justification for the request.

The IIU will be responsible for responding to such requests, including ensuring all are in accordance with ACT legislation and ACTCS policy and procedures.

All requests and responses will be recorded in IRIS.

#### 6.10.7 FEDERAL GOVERNMENT AGENCIES

The IIU will be the central point of contact for the sharing of intelligence with federal government agencies.

The IIU will process and respond to all requests for information from federal government agencies. All such requests will be made in writing with justification for the request.

The IIU will be responsible for responding to such requests, including ensuring all are in accordance with ACT legislation and ACTCS policy and procedures.

All requests and responses will be recorded in IRIS.

### 7. NON-COMPLIANCE WITH THIS FRAMEWORK

Compliance with this framework is the responsibility of the ACTCS Senior Executive and the Intelligence and Integrity Unit.

### 8. REVIEW

This framework will be reviewed on an ongoing basis, with a formal review to occur at a minimum every two years.

### 9. ENQUIRES

Direct enquiries on this framework to:

ACTCS Intelligence Framework  
uncontrolled if printed

Intelligence and Integrity Unit  
[ACTCS-Intelligence@act.gov.au](mailto:ACTCS-Intelligence@act.gov.au) or (02) 6207 2529





**ACT**  
Government

Justice and Community Safety

JUSTICE AND COMMUNITY SAFETY  
DIRECTORATE

30 JANUARY 2020