

LISA JANE YOUNG

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INTELLIGENCE, RISK AND COMPLIANCE EXECUTIVE

Highly analytical, intelligent, with proven **astute judgement**. Driven by evidence, with success enabled by the ability to get the job done and ensure staff deliver their best work by engaging staff and performance management.

Career Highlights:

- Delivered a leading intelligence textbook that addressed for the first time the question of how an intelligence function should be managed and structured to make effective use of resources. Used globally to train organisations and students.
- Appointed as an Independent Member to the Corangamite Shire Council Audit and Risk Committee.
- Developed a security framework and policy to support academic researchers and intelligence agencies to collaborate more effectively as the Intelligence Principal at the Hunt Lab for Intelligence Research, University of Melbourne.
- Significantly lowered risk across the Australian Criminal Intelligence Commission by developing a functional, fit for purpose Enterprise Risk Framework.
- Effectively supported a complex and challenging merger between the Australian Crime Commission, CrimTrac and the Australian Institute of Criminology.
- Co-authored a new intelligence effectiveness framework to evaluate tactical, operational and strategic efforts. Framework was later adopted by multiple agencies and the Department of Prime Minister and Cabinet to evaluate Australia's intelligence community.
- Made recommendations for the successful adoption of 'behavioural economics' ('nudge theory') at the Australian Taxation Office. This approach led to improved compliance, increased payments and lower administrative costs.

EDUCATION & QUALIFICATIONS

Master of Public Policy & Management, graduated with First Class Honours, University of Melbourne (2020)
Executive Leadership & Management; Public Budgets and Financial Management; Strategic Political Communication; Public Policy Analysis; Innovative Design and Service Delivery; and Public Consultation and Policy Negotiation.

Master of Arts (Criminal Intelligence), graduated 'With Distinction', Charles Sturt University (2005)

Bachelor of Science (Psychology), Honours, University of New South Wales (1996)

CAREER HISTORY

INDEPENDENT CONSULTANT

OCTOBER 2020 – PRESENT

RISK AND COMPLIANCE CONSULTANT (MONASH COUNCIL) (March 2021 to present)

- **Work with business units to review operational and strategic risks**, such as changing community demand for services in the long term, delivery of critical current programs and changing forms of external ICT risk
- **Delivery of generic and function-specific training**, to build staff understanding and develop risk culture
- **Review of documentation and frameworks**, to ensure alignment with better practice standards and Council need

FRAUD AND CORRUPTION CONSULTANT (DAREBIN COUNCIL) (October 2020 to February 2021)

- **Undertake assessments of fraud and corruption risk**, including constructive engagement with a range of Council business functions such as Procurement, Information Security and People & Culture
- Delivered a Fraud and Corruption Control Plan, policy documents and an online training program for staff
- **Initiation of a supplier probity program**, as per the Australian Standard for Fraud and Corruption (8001: 2008)
- **Implementation of a Risk and Integrity Group**, to better co-ordinate matters across Council functions
- Creation of several online learning modules for staff, tailored to Council needs

HUNT LABORATORY FOR INTELLIGENCE RESEARCH, (UNIVERSITY OF MELBOURNE) OCTOBER 2019 – FEBRUARY 2020

INTELLIGENCE PRINCIPAL

Invited to establish a security framework and protocol to support academic researchers to work more closely with intelligence agencies in Five Eyes nations. Provided expertise in intelligence theory and its real world practice to academics.

ACHIEVEMENTS:

- **Delivered the first security framework and policy for an academic team researching intelligence.** Project completed on time and to a very high standard, attracting substantial praise from the Director and a subsequent invitation to present at an intelligence conference in Italy 2020 (pre-COVID-19).
- Provided expert input into the *Hunt Challenge 2020*, an analytic open source crowdsourcing tournament using the SWARM platform, funded by the US Intelligence Advanced Research Project Activity. Focused on producing the best analytical reasoning in the context of real world operations for complex yet realistic intelligence problems.
- **Supported academics in understanding the practical and theoretical aspects of intelligence work**, including the development of a tailored training program for critical thinking, contribution to the development of a Hunt Lab strategy in working with industry, and sourcing new avenues for potential funding.

AUSTRALIAN CRIMINAL INTELLIGENCE COMMISSION

NOVEMBER 2015 – JANUARY 2019

MANAGER, RISK AND INTERNAL AUDIT, Legal Services

Appointed to lead the risk and inter-agency agreement functions and oversee the audit function as Chief Audit Executive. Managed a **complete revision of the ACIC's risk framework**, represented the ACIC at numerous risk and audit related forums and led oversight of contracted audit staff.

Reports: Up to 5 staff, including Senior Auditors, Senior Risk Analyst, Compliance Specialist and Agreements Advisor.

ACHIEVEMENTS:

Risk Management

- **Lowered risk across the organisation with a functional, fit for purpose Enterprise Risk Framework.** Led a full review and redraft and created a usable suite of tools allowing for use by all functions and staff levels.
- Identified a number of substantial unidentified organised crime risks impacting on the National Police Checking Service.
- **Implemented a simpler and more pragmatic approach to risk management**, including the issue of regular *'Running with Scissors'* briefing notes to build capability and staff engagement.
- Identified and evaluated a viable, cost effective online tool to 'design out' risk and improve process efficiency across a range of operational and corporate functions. Evaluation demonstrated potential to reduce staff time by up to 90% on identified activities.

Audit Function

- Made recommendations to introduce 'health check' audits, with the proposal ensuring an improved use of limited resources on mandatory audits, without impact on risk or compliance. **Health checks provided a new means of assuring compliance, using 75% fewer resources than a full audit.**

AUSTRALIAN CRIME COMMISSION

JANUARY 2013 – NOVEMBER 2015

MANAGER, STRATEGIC CHANGE TEAM, Strategy and Strategic Planning Directorate (November 2014 – November 2015)

Invited to support the national merger between the Australian Crime Commission, CrimTrac and the Australian Institute of Criminology. Delivered key input into the change program and developed strategic proposals and solutions that successfully overcame practical challenges (staffing, legislation, operations, data and information, risk management).

Overcame intense resistance to change and forged a reputation for the ability to identify practical solutions and provide guidance. Supported and managed a range of merger related tasks (HR, Legal, Operations, ICT and Finance) and improved inter-agency collaboration during the merger process.

Reports: 1 Report (Communications Specialist).

ACHIEVEMENTS:

- **Delivered a clear communications strategy to support a multi-agency merger.** Established a range of forums and online functions, improved transparency in task responsibility across agencies and functions and directly addressed staff concerns.
- Provided detailed business cases that supported merger completion between three major agencies. Delivered substantial content and coordinated input from a range of staff and stakeholders, with documentation contributing to an effective merger in 2016.
- **Developed and delivered a series of 'Masterclass Workshops'** to 80 Intelligence Managers across 14 agencies, with training improving knowledge and providing direct support for new and ongoing managers of intelligence functions.
- Drafted key briefing documentation outlining how the Australian Institute of Criminology could merge and still retain appropriate academic independence.
- Leveraged information and professional knowledge to identify risks emerging from and **opportunities to capitalise on the merger.**

MANAGER, JOINT ANALYST GROUP (JAG), Operations Branch (July 2013 – November 2014)

Appointed in a new untested multi agency function, overcame challenges regarding skepticism and merging different practices and protocols. Reviewed intelligence products and supporting materials, chaired meetings with major agencies, delivered briefings and collaboratively developed an intelligence effectiveness framework.

Within 6 months, appointed as the National JAG Manager within the Australian Crime Commission.

Reports: Up to 7 staff including Team Leader, Intelligence Analysts and Information Support Officer (Melbourne and Perth).

ACHIEVEMENTS:

- **Co-Author of an intelligence effectiveness framework** utilised to evaluate tactical, operational and strategic efforts. Framework adopted by the Australian Criminal Intelligence Form (ACIF) multi agency forum and subsequently utilised by multiple agencies and the Prime Minister and Cabinet to evaluate Australia's intelligence community in 2017.
- Revised the product tasking plans to better establish the agreed scope of work and obtain signoff from stakeholders. This approach quickly clarified needs, reduced the number of revisions and delivered on agreed requirements.
- Demonstrated a Return of Investment (ROI) on staff resources at close of each project and ensured task selection was open and transparent.

MANAGER, GROUP STRATEGIC ANALYSIS TEAM, Intelligence Branch (January – July 2013)

Secured a highly competitive position, rebuilt team morale, performance and confidence and re-focused the team's program of work.

Reports: 6 Strategic Intelligence Analysts.

ACHIEVEMENTS:

- Increased staff engagement and team productivity. Rebuilt the team morale after a period of neglect.
- Aligned the team's work program more effectively to the agency and stakeholder needs.

AUSTRALIAN TAXATION OFFICE

AUGUST 2008 – DECEMBER 2012

DIRECTOR, STRATEGY INTELLIGENCE TEAM, Office of the Chief Knowledge Officer (September 2009 – December 2012)

Delivered a more robust operating structure for the delivery of strategic intelligence, in an agency with fragmented operational structures and limited Executive understanding of the use of outputs to support planning and preparedness.

Reports: Up to 5 staff (Analysts and Senior Analysts).

ACHIEVEMENTS:

- Established a 'virtual team' without altering the organisation's structure, allowing 25 business lines to work collaboratively on various intelligence projects, with delivery oversight by the Risk and Intelligence Committee.
- Made recommendations for the successful adoption of 'behavioural economics' (nudge theory) across a range of public, policy and compliance spheres. ATO subsequently adopted the approach across the organisation, successfully improving compliance and collections and lowering administrative costs.
- Forged effective partnerships with partner agencies, including zero cost intelligence workshops, resulting in effective networks and working collaboration across intelligence functions at each agency.

- Developed and delivered a series of training modules, lifting staff standards and performance and successfully broadening staff understanding of non-tax and strategic intelligence issues.

DIRECTOR, CORPORATE INTELLIGENCE CAPABILITY DEVELOPMENT, Office of the Chief Knowledge Officer (August 2008 - September 2009)

Appointed to improve the agency's understanding of the role and function of intelligence work.

Reports: 4 Staff (Intelligence Trainers and HR Advisor)

ACHIEVEMENTS:

- Created material and training content and improved the efficiency of the training delivery program, leading to a significant lift in staff understanding of the role of intelligence work and ensuring an effective Return on Investment.

CHARLES STURT UNIVERSITY

DECEMBER 2006 – AUGUST 2008

LECTURER in CRIMINAL INTELLIGENCE, Australian Graduate School of Policing

ACHIEVEMENTS:

- Devised and delivered a new module for the residential program, National Strategic Intelligence Course, successfully giving the tools needed for individuals to understand different behavioural working styles. New module led to improved group and individual results.
- Author of a tailored strategic intelligence program for Analysts at Victoria Police.

INSURANCE AUSTRALIA GROUP

AUGUST 2003 – NOVEMBER 2006

SENIOR RISK AND INTELLIGENCE ANALYST, Corporate Risk Services

ACHIEVEMENTS:

- Led research to identify the underlying rationale for insurance fraud, subsequently used to develop new communications to lower the rate of insurance fraud.
- Created a zero-cost professional development program, resulting in an increase in capability of all staff and improved utilisation of staff resources.

NEW SOUTH WALES POLICE

AUGUST 2000 – OCTOBER 2002

SENIOR RISK AND INTELLIGENCE ANALYST, Information and Intelligence Centre

ACHIEVEMENTS:

- Delivered one of the most robust and detailed strategic assessments undertaken in the history of the organisation, with the evidence-based framework providing the right strategy to manage organised vehicle crime.
- Provided insights and key strategic input into the revision of the Crimes Act NSW 1900, leading to new offences related to carjacking Crimes Amendment (Gang and Vehicle Related Offences) Act 2001 and organised offences Crimes Amendment (Organised Car and Boat Theft) Act 2006.

ADDITIONAL INFORMATION

Professional Memberships:

- Australian Risk Policy Institute
- International Association for Intelligence Education
- International Studies Association
- Golden Key International Honour Society

Prior Member: The Australian Institute of Professional Intelligence Officers (Victorian Representative), International Association of Law Enforcement Intelligence Analysts, International Association of Crime Analysis and International Association of Auto Theft Investigators (Vice President).

Consulting:

Department of Agriculture (2016-2017): Appointed to develop a compliance effectiveness framework for a coalition of State

Fisheries Departments. Considered an almost impossible task, delivered a clear and simple approach, for improved compliance and strategic planning across the industry.

Committee & Board Appointments

Corangamite Shire Council Audit & Risk Committee (Independent Member, 2021 to present)

Municipal Emergency Management Planning Committee (Risk advisor & Community representative, 2021 to present)

Chair of the Deakin University School of Criminology Board (2017-18)

ANNEXURE

Relevant Professional Publications:

Quarmby, N. & Young, L.J. (2010). *Managing intelligence: The art of influence*. Federation Press: Sydney.

Herrington, V, Roberts, KA. & Young, L.J. (2010). *Building the education revolution? Training partnerships for strategic intelligence in Australia*. Journal of the Australian Institute of Professional Intelligence Officers, 18(2), 23-42.

Young, L.J. & Borzycki, M. (2007). *Carjacking in Australia: Recording issues and future directions*. Trends and Issues in Crime and Criminal Justice, Number 179. Australian Institute of Criminology: Canberra.

Young, L.J. (2007). *Criminal intelligence and research: An untapped nexus*. Journal of the Australian Institute of Professional Intelligence Officers, 15(1), 75-86.

Young, L.J. (2006). *Transnational vehicle crime: The use of intelligence triangulation to estimate stolen vehicle export volumes*. Journal of the Australian Institute of Professional Intelligence Officers, 14(2), 46-67.