

Be an effective and productive organisation serving all Queenslanders

Our performance in 2007–08

We report on our performance in 2007–08 as an effective and productive organisation serving all Queenslanders against our *Strategic Plan 2007–11* and its performance indicators. The plan is available at <www.cmc.qld.gov.au>.

This chapter sets out our priorities and challenges, our key achievements and our results against performance indicators. It also details our work in corporate governance, human resources, support services and communication, and concludes with our outlook for 2008–09.

Priorities and challenges

As described in our *Strategic Plan 2007–11*, in 2007–08 we placed specific emphasis on the following.

Enhancing our governance framework

During the year Commissioners sought to clarify their roles in governance in relation to the overall governance responsibilities across the organisation. For more detail, see page 44.

Attracting and retaining skilled employees

In response to a difficult labour market, the CMC has established a workforce management committee led by the Chairperson to implement strategies to attract and retain quality staff. For more detail, see pages 49 and 52.

Relocating the CMC

Throughout the year significant effort was devoted to facilitating the CMC's move to new premises early in 2008–09 to ensure this occurred without disruption to any CMC services. For more detail, see page 55.

Key achievements

- A review of the organisation's strategic direction has been initiated.
- Our negotiations with architects and builders resulted in our achieving substantial completion of our new building by 30 June 2008.
- A two-year workforce management plan has been established and several of its initiatives completed – e.g. revising and streamlining our recruitment and selection processes.

Results against performance indicators

The data provided in Table 7 enable our 2007–08 performance with respect to corporate indicators to be reviewed in the context of our major targets and estimates for this year, our results over the previous four years, and our expected performance for 2008–09.

Our performance against these and non-statistical indicators relating to governance, audit and human resources is discussed following Table 7.

Table 7. Performance against strategic plan corporate indicators 2003–04 to 2007–08, and estimated 2008–09

Performance indicators	2003–04	2004–05	2005–06	2006–07	2007–08		2008–09 (estimate)
					(target or estimate)	(actual)	
Relevant material produced to support public sector initiatives	22	25	25	17	25	12	12
External presentations by CMC staff	121	118	92	73	80	58	60
Partnerships initiated and fostered to fulfil our objectives ^a	n/a	n/a	n/a	12	10	26	15

a This indicator was a new measure in 2006–07.

Corporate (statistical) indicators

Table 7 shows a downward trend in both publishing and external presentations over the last five years.

Our inability to meet our overall publishing target this year was caused by the need to devote significant resources to high-priority initiatives including the review of the public nuisance offence and our inquiry into policing in Indigenous communities.

With respect to presentations, these take a variety of forms and are given in response to requests, so fluctuation in numbers is likely. The overall downward trend may also reflect the community's growing knowledge of the CMC's activities.

Table 7 also illustrates the considerable increase in partnerships (more than twice our target), which reflects the increase in referrals from the Crime Reference Committee and in approved operations from the CMC's Crime Intelligence Research Review Committee.

Non-statistical indicators

Governance

Several governance indicators focus on annual evaluation of key organisational controls.

An evaluation of the CMC's internal management committees was undertaken for each of the past five reporting periods (100 per cent target achieved). A service level agreement is formalised each year between the CMC's corporate support area and its operational areas. Although technical difficulties prevented the effectiveness of the services delivered being measured in 2007–08, an 'above average' rating was achieved when measured previously.

The annual update of the Information Communications Technology (ICT) Resources Strategic Plan was restricted to meeting mandatory requirements as a major review of the CMC's strategic direction had commenced. A full review of the ICT Resources Strategic Plan is scheduled for 2008–09.

Our Corporate Communications Plan was reviewed on a regular basis during the year, in accordance with performance targets introduced in 2006–07.

Audit

The Queensland Audit Office has approved the CMC's annual financial statements without qualification for at least the past five years. In 2007–08, 15 of the 17 internal audits listed in the annual Internal Audit Plan were completed. The two outstanding audits are to be completed early in 2008–09. Targets have been met in the previous four years, with the exception of 2004–05.

Human resources

For the past five years, a current equal employment opportunity management plan has been in place and reviewed on a quarterly basis.

For the first time in five years the CMC did not meet its estimated target to have a workplace health and safety (WH&S) plan in place and reviewed on a quarterly basis (achieving 88 per cent against a target of 100 per cent). Due to turnover in staff, the review was not completed.

As already mentioned, a workforce management plan is now established and was reviewed on a quarterly basis this year. Since 2005–06, the CMC has measured the number of current employees compared with the number of established positions. The target (90 per cent) has been achieved in all three reporting periods.

The CMC aims to have 100 per cent of new employees appointed within 12 weeks of the selection process being commenced. A newly approved recruitment and selection policy will improve the prospects of achieving this target.

Corporate governance

External accountability

The CMC is accountable for its actions through a variety of mechanisms, the principal one being the Parliamentary Crime and Misconduct Committee (PCMC), a seven-member, all-party committee of the Queensland Legislative Assembly.

Others are the Parliamentary Crime and Misconduct Commissioner, the minister, the Public Interest Monitor, the Supreme Court, the Crime Reference Committee and the Controlled Operations Committee.

Parliamentary Crime and Misconduct Committee

In performing its functions the PCMC:

- monitors and reviews the performance of the CMC, including reviewing CMC reports
- requests reports on matters that have come to the PCMC's attention through the media or by other means
- receives and considers complaints against the CMC and deals with issues concerning the CMC
- consults with the Attorney-General on the appointment of the CMC Chairperson and Commissioners.

In 2007–08 the Commission formally met with the PCMC about every two months to discuss current activities and performance. For PCMC membership during this reporting period, see the photograph on page 7.

Staff accountability to the PCMC

Our Act (section 329) requires the Chairperson to report to the PCMC any conduct of a CMC officer that the Chairperson suspects involves or may involve improper conduct. The Act also provides for a wider definition of CMC officers, by including former officers, and specifically allows the PCMC to request reports in respect of these matters.

Parliamentary Crime and Misconduct Commissioner

The Parliamentary Crime and Misconduct Commissioner (Parliamentary Commissioner) assists the PCMC in its role of monitoring and reviewing the CMC. The Parliamentary Commissioner may investigate complaints against the CMC or its officers, and conducts audits and reviews of the CMC's activities. The current Parliamentary Commissioner is Mr Alan MacSporran SC.

During 2007–08 the Parliamentary Commissioner:

- acting on referrals from the PCMC, reviewed the CMC's management of several complaints matters
- audited the CMC's compliance with legislation governing covert instruments and the use of surveillance devices and assumed identities
- inspected selected registers that the CMC is required to maintain
- audited the CMC's intelligence holdings.

No instance was found in which the CMC had acted outside legislation. Suggestions by the Parliamentary Commissioner about possible improvements to process or procedure were either accepted by the CMC or, where the change was not possible, the reasons for existing arrangements were explained.

The minister

The CMC's minister is the Honourable Kerry Shine MP, Attorney-General and Minister for Justice and Minister Assisting the Premier in Western Queensland.

The minister participates in the selection of the Chairperson, Commissioners and Assistant Commissioners, approves staff remuneration conditions, and approves the CMC's budget. Our legislation also requires the minister to ensure that the CMC operates in accordance with best-practice standards. To assist the minister in this regard, the CMC provided written reports every six months on the efficiency, effectiveness, economy and timeliness of its operational processes.

Public Interest Monitor

The Public Interest Monitor monitors applications for, and the use of, surveillance warrants and covert search warrants under our Act and the *Police Powers and Responsibilities Act 2000* (PPRA).

Supreme Court

Many of the CMC's coercive powers may be exercised only with the approval of a Supreme Court judge. The approval of a Supreme Court judge must also be sought when the CMC wishes to serve compulsory process on interstate residents.

Some decisions of the CMC may be reviewed by a Supreme Court judge under the *Judicial Review Act 1991* or a specific provision in the Crime and Misconduct Act. There were three such applications during the year. A Supreme Court judge may also make determinations of claims of privilege in misconduct hearings. The CMC was named as a party to one such application during the year (see Chairperson's message [page 5] and box on page 13).

Crime Reference Committee

The Crime Reference Committee, established under section 274 of our Act, has a major role in referring crime to the CMC for investigation. It also has a coordinating role for investigations into major crime conducted by the CMC in cooperation with any law enforcement agency (see the photograph on page 16 for its composition and current membership).

Controlled Operations Committee

The Controlled Operations Committee was established under the PPRA to consider and make recommendations about applications for 'controlled operations' to be undertaken by the QPS or the CMC. (Controlled operations are investigations of serious indictable offences, misconduct or organised crime that involve police officers and others engaging in activities that may be unlawful — e.g. it may involve undercover officers, in order to maintain their cover, buying illicit drugs from the target of an investigation).

The committee comprises the Commissioner of Police (or nominee), the Chairperson of the CMC, and a retired District Court judge (the independent member), who is the chair.

In the case of any controlled operation by the CMC that involves investigating a police officer, the Chairperson may approve the application without referring it to the committee, but must first contact the independent member and obtain their agreement.

Internal accountability

The CMC's most important internal accountability mechanism is the Commission. CMC corporate policy and strategic directions are set by the Commission, implemented by a range of internal committees, and generally overseen by the Executive Committee.

Other officers contributing to internal accountability are the General Counsel and the internal auditor, both of whom provide independent advice to the Commission and report directly to the Chairperson.

The Commission

The Commission has primary responsibility for achieving the purposes of the Crime and Misconduct Act. It consists of five Commissioners – a full-time Commissioner who is also the Chairperson and four part-time Commissioners who are community representatives. Two full-time Assistant Commissioners (the Assistant Commissioner, Crime and the Assistant Commissioner, Misconduct) and the Executive Director also participate in Commission meetings, though they have no voting rights. Since November 2007, the Director, Witness Protection and Operations Support has participated in Commission meetings.

The Commissioners during this reporting period were:

- Mr Robert Needham (Chairperson)
- the Honourable Douglas Drummond QC (appointed July 2005, term concluded April 2008)
- Ms Julie Cork (appointed November 2004, term concluded November 2007)
- Dr David Gow (appointed October 2005)
- Ms Ann Gummow (appointed August 2006)
- Ms Judith Bell (appointed May 2008).

(See pages 46–47 for details about the professional expertise and experience of the Chairperson and part-time Commissioners who served during this reporting period.)

In guiding and maintaining the strategic focus of the organisation, the Commission considers matters affecting all areas of the CMC, including financial, staffing and managerial issues; specific crime and misconduct operations; research and intelligence projects; and capacity development and misconduct-prevention activities. In addition, the part-time Commissioners chair significant internal committees, participate in others, and represent the CMC on external bodies.

During 2007–08 the Commission met 25 times and met with the PCMC six times (see Table 8). During its 25 meetings the Commission, as well as meeting its normal statutory duties, took significant initiatives in relation to:

- clarifying their governance role in relation to the overall governance responsibilities across the organisation
- commencing a review of the CMC's strategic direction
- overseeing the implementation of revised risk management arrangements
- initiating a review of the Commission's delegations
- identifying areas for development or improvement (e.g. performance reporting).

Table 8. Attendance of Commissioners, Assistant Commissioners, and Executive Director at Commission meetings 2007–08

	Ordinary meetings (n = 24)	Special meetings (n = 1)	With PCMC (n = 6)
Robert Needham	21	1	6
Douglas Drummond QC	17	1	4
Julie Cork	9	–	2
David Gow	23	1	5
Judith Bell	2	–	1
Ann Gummow	24	1	6
John Callanan	15	–	5
Stephen Lambrides	17	–	5
Felix Grayson	14	–	–
Peter Scanlan	9	1	1
Greg Rigby	13	–	3
Gary Adams	5	–	–

Appointment conditions for Commissioners

Appointment of Commissioners

Commissioners (including the Chairperson) are appointed by the Governor-in-Council under the terms of the Crime and Misconduct Act for a period of not more than five years. Their nomination for appointment must have the bipartisan support of the PCMC. They are paid the remuneration and allowances decided by the Governor-in-Council.

Qualifications of the Chairperson

Under the terms of the Crime and Misconduct Act, the Chairperson, who is also the CEO, must be a legal practitioner who has served as, or is qualified for appointment as, a judge of the Supreme Court of any state, the High Court or the Federal Court.

Qualifications of the part-time Commissioners

As representatives of the community, the part-time Commissioners bring a broad range of professional expertise and personal experience to the CMC.

Our Act requires one of the part-time Commissioners to be a practising lawyer with a demonstrated interest in civil liberties. Other Commissioners can qualify through qualifications or expertise in public sector management and review, criminology, sociology, crime research or crime prevention. At least one Commissioner must also be a female.

Resignation and termination of a Commissioner

The Governor-in-Council may terminate the appointment of a Commissioner (including the Chairperson) at any time if the Commissioner becomes incapable of satisfactorily performing

the duties of office or is absent from three consecutive meetings of the Commission without prior approval and reasonable excuse. In addition, the Governor-in-Council must terminate the appointment of the Chairperson if the Chairperson engages in paid employment outside the duties of office without the minister's approval.

The Governor may terminate the appointment of a Commissioner on a recommendation to the Legislative Assembly made with the bipartisan support of the Parliamentary Crime and Misconduct Committee and approved by the Legislative Assembly. A CMC Commissioner (including the Chairperson) may resign at any time by written notice to the minister.

Ethical standards

The CMC must keep a register of each Commissioner's pecuniary interests and personal or political associations.

Assistant Commissioners and senior officers

The Crime and Misconduct Act decrees that Assistant Commissioners and senior officers must not hold office in the CMC for more than 10 years in total (however, under certain circumstances this period may be extended to a maximum of 15 years). A 'senior officer' is an officer whose principal duties relate directly to the performance of the CMC's prevention, crime, misconduct, research or intelligence functions or the giving of legal advice to the Commission. It does not include a senior officer whose duties support the CMC's functions, such as the Executive Director or a human resource, information technology or finance manager.

Commissioners who served in this reporting period

Robert Needham (Chairperson since January 2005)

Mr Robert Needham was appointed Chairperson of the CMC in January 2005. Prior to that he practised as a barrister for 35 years, his career spanning periods as a Crown Prosecutor and as a barrister in private practice.

In late 1987 Mr Needham was appointed Counsel Assisting the Fitzgerald Commission of Inquiry. He subsequently became involved in the political corruption investigations arising out of the inquiry, forming a team in the Special Prosecutor's Office to finalise briefs and prosecute the political corruption trials.

Afterwards, Mr Needham was involved in various corporation law prosecutions for the Australian Securities and Investment Commission and the Commonwealth Director of Public Prosecutions, including the Christopher Skase prosecution. He was also involved in complex and lengthy cases in the Land Court and the Planning and Environment Court.

Mr Needham, who has a Bachelor of Laws from the University of Queensland, was the Parliamentary Crime and Misconduct Commissioner from 2002 to 2003.



Julie Cork (November 2004 – November 2007)

Ms Julie Cork has a Diploma in Teaching and a Bachelor of Education Studies, and more than 25 years' experience in organisational management policy and practice. In addition, she has extensive knowledge in the more sensitive areas of human resource management, including the recruitment of Indigenous Australians and people with disabilities.

Ms Cork has undertaken organisational change work, in association with the establishment of employment equity

programs, in both the Australian and the Queensland public sectors. In August 1991 she was appointed Manager, Employment Equity, at the Public Sector Management Commission, with responsibility for the Queensland public sector. Since 1996 Ms Cork has worked as a consultant in the private, public and community sectors.

In addition to her duties on the Commission, Ms Cork served on the Equal Employment Opportunity Consultative Committee during 2007-08.



The Honourable Douglas Drummond QC (July 2005 – April 2008)

The Honourable Douglas Drummond QC was a judge of the Federal Court of Australia for more than 11 years before retiring in April 2003.

Mr Drummond's legal experience spans 38 years, and includes a three-year appointment in 1988 as Special Prosecutor with responsibility for the investigation and prosecution of offences arising out of the Fitzgerald Commission of Inquiry. He has also practised as a barrister at the private Bar, specialising in general commercial litigation and arbitration.



Dr David Gow
(from October 2005)

Dr David Gow is currently a senior lecturer at the University of Queensland Business School. He is an honours graduate from the University of Sydney and received his PhD from the University of Hawaii in 1981.

Dr Gow's main expertise is in public administration and political science, in which he has held various academic appointments

over the past 23 years. He also has considerable experience in research methodology, having worked extensively as a consultant to the Queensland Government, and to the CJC between 1991 and 2000.

In addition to his duties on the Commission, Dr Gow served on the Audit Committee and the Workforce Management Committee during 2007-08.



Ann Gummow
(from August 2006)

Ms Ann Gummow has a Bachelor of Laws from the University of Queensland (UQ) and a Graduate Diploma in Legal Practice from what is now the Queensland University of Technology (QUT). She was admitted as a solicitor in 1983 and is currently the appointee fulfilling the requirement that one of the CMC Commissioners be a lawyer with a proven commitment to civil liberties.

Since 1990 Ms Gummow has worked part-time at Women's Legal Service, a community legal service that specialises in the areas of domestic violence and family law, working directly with women, undertaking community

legal education and community development, and contributing to legal reform. She was previously a solicitor in private practice. At various times since 1989 Ms Gummow has taught at the School of Social Work and Social Policy at UQ, Griffith University's Law School, and at QUT. From 1992 until 2006 she was a member of UQ's Behavioural and Social Sciences Ethics Review Committee.

In addition to her duties on the Commission, Ms Gummow chaired the Equal Employment Opportunity Consultative Committee as well as serving on the Commission Consultative Committee, the Finance Committee and the Workplace Health and Safety Committee in 2007-08.



Judith Bell
(from May 2008)

Mrs Judith Bell has a Bachelor of Education, a Bachelor of Arts (Aboriginal and Torres Strait Islander Studies) and a Diploma of Teaching. She has more than 30 years' experience as a teacher in Queensland and the United Kingdom, extensive experience and knowledge of the public sector and, as a former member of the CMC's Crime Reference Committee,

specific experience of the CMC. She is on the Board of Trustees for the Brisbane Grammar School and is a member of the University of Queensland's Senate. In 2003 she was one of the recipients of the Centenary Medal which commemorated 100 years of Federation and was awarded to people who had made a contribution to Australian society or government.



Internal committees

The CMC has a comprehensive committee structure to comply with corporate governance principles of effective management.

The most significant is the Executive Committee (EC). The others are either governance committees (usually having Commissioner or external representation) or operational committees (which may be chaired by a CMC staff member and deal with operational matters).

Governance committees

Executive Committee

Chair: Robert Needham, Chairperson

The Executive Committee's membership comprises the organisation's executive management, whose key role is to assist the Commission advance corporate initiatives, manage strategic issues, overview major business improvements and monitor significant operational initiatives. In addition to its usual corporate responsibilities, the committee in 2007–08 focused on:

- revising the corporate risk management framework
- monitoring the CMC's relocation project
- implementing the new Workforce Management Committee.

Risk Management Committee

Chair: Robert Needham, Chairperson

As part of the new risk management framework, the Executive Committee also acts as the organisation's Risk Management Committee. It is responsible for ensuring robust and effective risk management strategies and related practices. This is done by monitoring and reviewing all risk-related matters, and working with the Commission to address significant risks. In 2007–08 the committee:

- endorsed a revised risk management policy
- approved its revised Strategic Risk Management Register
- considered work area risk management plans
- advised the Commission on the Corporate Risk Management Plan.

Finance Committee

Chair: Robert Needham, Chairperson

The CMC operates in an accrual-based financial management framework where all senior managers are responsible and accountable for achieving corporate goals and objectives within approved budget allocations.

The Finance Committee assists the Commission to meet its financial management responsibilities by providing independent advice and monitoring. The committee ensures the CMC's practices are effective and comply with statutory requirements, by overseeing preparation, implementation and analysis of the CMC's budget, financial statements, Ministerial Portfolio Statement, submission to the Parliamentary Estimates Committee Hearings and other significant financial matters. In 2007–08, the committee additionally proposed resource allocation solutions to address staff resourcing issues and the relocation project.

The Executive Committee – membership at June 2008



Chairperson
Robert Needham



Assistant
Commissioner, Crime
John Callanan



Assistant
Commissioner,
Misconduct
Stephen Lambrides



Executive Director
Peter Scanlan



Director, Complaints
Services
Helen Couper



Director, Witness
Protection and
Operations Support
Felix Grayson

Audit Committee

Chair: Phil Procopis, External member

The Audit Committee independently advises the Commission to help it maintain effective financial management, internal control systems, audit processes and compliance with governance requirements. In 2007–08, the committee contributed to Queensland Treasury's 2008 *Audit Committee guidelines: improving accountability and performance* and assisted in revising the CMC's risk management framework. The Committee reviews the reports of the internal auditor.

Information Steering Committee

Chair: Robert Needham, Chairperson

The Information Steering Committee monitors and reviews the information and communication technology program of work and provides business advice to support the development of the CMC's four-year ICT Resources Strategic Plan in alignment with the Government Enterprise Architecture. In 2007–08 the committee endorsed:

- the Information Management Risk Assessment (as part of the revised risk management framework)
- the Strategic Recordkeeping Implementation Plan 2008–10
- the Operational Recordkeeping Implementation Plan 2008–09.

Commission Consultative Committee

Chair: Craig Doran, Sergeant

The Commission Consultative Committee contributes to the quality of work life at the CMC by providing a forum for employees and contributing to management decision making on important issues. Employees are able to make suggestions and raise issues of concern for discussion through staff representatives so that the committee can consult with staff and make recommendations to management. In 2007–08, the committee:

- introduced a new corporate uniform
- explored options for a possible health and wellbeing program
- investigated potential personal safety concerns regarding travel to and from the new office location in Fortitude Valley.

Workforce Management Committee

Chair: Robert Needham, Chairperson

The Workforce Management Committee assists the Commission to ensure that the CMC's human resources operate at an optimum level of performance, and that appropriate policy and planning frameworks are in place to meet the strategic human resource management needs of the CMC. Achievements of this committee are more fully discussed in the Human Resources section (see page 52).

The Executive Committee (continued)



Director, Intelligence
Chris Keen



Director, Research
and Prevention
Dr Margot Legosz



Director, Misconduct
Investigations
Russell Pearce



Director, Crime
Operations
Len Potts



Director, Financial
Investigations
John Richardson



Director, Information
Management
Greg Rigby

Equal Employment Opportunity Consultative Committee

Chair: Ann Gummow, Commissioner

The Equal Employment Opportunity Consultative Committee ensures that equal employment opportunity (EEO) principles underpin all employment decisions, so that merit is the only basis for employment selection. The committee promotes EEO within the organisation, and advocates for a workplace that is more representative of the broader community.

Workplace Health and Safety Committee

Chair: Peter Scanlan, Executive Director

The WH&S Committee monitors the workplace to ensure the CMC complies with legislative requirements to safeguard employee safety, and provides advice concerning relevant issues such as training and relevant standards. The committee also considers individual incidents and resolves systemic issues.

Operational committees

The operational committees monitor and review the work of their respective functional areas:

- Misconduct Assessment Committee
- Misconduct Activities and Projects Committee
- Crime Intelligence and Research Review Committee
- Crime Operational Review Committee
- Misconduct Operations Review Committee
- Witness Protection Advisory Committee.

General Counsel

General Counsel is responsible for providing independent legal advice to the Chairperson and Commissioners on CMC operations and administration, and reports directly to the Chairperson. Activities in 2007–08 included:

- advice on compliance with the Crime and Misconduct Act
- assistance with investigative hearings
- providing advice to the Commission on legislation and case law, and working with government policy advisers and draftspersons on new legislation including proposed laws to introduce telecommunications interception in Queensland
- providing professional leadership and practice information to lawyers within the CMC.

Internal audit

Internal Audit operates under a formal charter approved by the Commission, and its activities are monitored by the Audit Committee. Its role is to conduct independent audits as a service to management, and to help management achieve sound managerial control. The Internal Auditor acts independently of, but works cooperatively with, the Audit Committee and has a standing invitation to attend committee meetings. The function also liaises regularly with the Queensland Audit Office (QAO) to ensure that there is adequate audit coverage across the organisation.

In 2007–08 the Internal Auditor:

- completed the 2007–08 Audit Program, which included audits of:
 - credit card accounts and credit card usages
 - procurement and accounts payable
 - fleet management
 - assets management at the offsite premises
 - covert operations expenditure
 - staff travel claims
 - hospitality expenditures
 - cash balances (by spot checks)
 - bank account reconciliations
 - financial statements under section 78 of the Financial Management Standard (annually)
- attended the QAO client information briefing session and the briefing on the annual financial statements update
- met with QAO auditors for discussions on contemporary audit issues and auditing projects
- managed the controlled intrusion testing of the CMC's IT network conducted by external consultants.

Our people

The CMC is dedicated to providing the best working environment it can for its diverse staff of lawyers, police, accountants, investigators, intelligence analysts, social scientists, computing specialists, support officers and administrators.

We offer working conditions that are comparable to the Queensland public service, including enterprise bargaining, and we adhere to government policies on equal employment opportunity and workplace health and safety. In addition, we provide an employee support program, training opportunities, avenues for regular internal communication, and a mechanism for staff to have their concerns heard by senior management.

During 2007–08 the number of established positions remained largely the same at 317 (see Tables 9 and 10). The number of actual staff in June 2008 was 305.3, expressed as full-time equivalents.

Organisational climate

The second CMC organisational climate survey was conducted in June 2007, and during 2007–08 the results of the survey were analysed and action was taken to identify areas for improvement. The overall outcomes of the survey were encouraging, with improvements seen across many of the measures of effectiveness (compared to the 2004 survey). Areas where further improvement can be made have been identified and included in our workforce management plan for further attention.

Work, family and life balance program

The CMC continues to offer flexible working arrangements aimed at supporting employees in balancing their work and family and other responsibilities. Towards the end of 2007–08 we commenced a comprehensive review of our current working hours arrangements, with a view to seeing whether further flexibility can be introduced. We are also looking into teleworking arrangements and at developing ways to keep older workers in the workforce.

Table 9. Staff establishment as at 30 June 2008

	Approved establishment	Actual staff (including temporary staff)
Executive	19	25.5
Crime	49	51.3
Misconduct	91	82.1
Witness Protection and Operations Support	56	52
Research and Prevention	30	23.2
Intelligence	22	18.2
Corporate Services	50	53
Total	317	305.3

Table 10. Number of established positions within each discipline

Discipline	Number
Police officers	84
Administrative officers	55
Operational support officers	26
Legal officers	19
Intelligence analysts	22
Financial investigators	21
Registry officers	16
Computer system officers	13
Investigators (civilian)	10
Research officers	15
Strategic management	14
Prevention officers	6
Complaints officers (incl. one Indigenous complaints officer)	11
Librarians	2
Technical officers	1
Indigenous liaison officers	2
Total	317

Workforce management planning

Our workforce management plan covering the period 2007–09 continues to focus on attracting and retaining highly skilled staff and enhancing leadership and management competency throughout the organisation.

This new plan builds on the strategies contained in the previous plan and incorporates strategies to address issues arising from the second organisational climate survey of the CMC, as well as the recommendations made by independent experts on our total employment offering.

A workforce management committee headed by the Chairperson met fortnightly to monitor agreed workforce management strategies. We have implemented a major initiative to streamline recruitment and selection practices, revised induction processes, and established a mentoring program.

We also started development of a new performance management process and developed a framework for an enhanced recognition and rewards process. These will be implemented in 2008–09.

Employee relations

Enterprise bargaining

During 2007–08, staff received a wage increase in accordance with the Crime and Misconduct Commission Certified Agreement 2006. This agreement continues into 2008–09.

Staff development

The Crime and Misconduct Commission Certified Agreement 2006 provides an opportunity for staff at the AO2, AO3 and AO4 levels to study towards accredited qualifications at the Certificate IV (AO2), Diploma (AO3) or Advanced Diploma (AO4) level at no cost to the employee.

During 2007–08, a number of staff at these levels commenced a series of competency-based workshops during normal working hours on CMC premises. This program provides participants with an opportunity to attain a Certificate IV in Government.

A number of staff who had previously attained a Certificate IV in Government in 2006 completed an upgrade course and have been awarded a Diploma of Government.

Table 11 lists a range of courses held in-house during 2007–08.

Table 11. Attendees at HR courses held in-house 2007–08

Certificate IV in Government	13
Clear and meaningful communication	18
CPR (and refresher course)	10
Dealing with acquired property	54
Indigenous cultural awareness	38
Manual handling	23
Peer support officers training	11
Project management	30
Time management essentials	6
Unreasonable complainant conduct	36
Workplace harassment	279

Internship program

We continued our arrangement with the Queensland University of Technology to assist final-year law students with one of their final units of study. The internship program requires students to work at the CMC for one day a week for 12 weeks. Two students participated in this program during first semester 2008. Both students were allocated to the Legal Services Unit.

Equal Employment Opportunity program

The EEO program, including measures to eliminate sexual harassment and workplace harassment, will have a continuing impact on retention rates of EEO target group members, particularly women, who comprise half of the CMC workforce. It is anticipated that our work, family and life balance program will increase rates of women returning from parental leave and generally increase retention rates of employees with family responsibilities. The continuing use of exit interviews highlights any systemic issues that require attention from a staff retention perspective.

Appendix E presents EEO statistics for CMC staff for 2007–08.

Workplace health and safety program

The effectiveness of this program is based on comprehensive policies and procedures. Our workplace health and safety committee meets regularly to assess the implementation of annual action plans.

Departures and arrivals

In this reporting period, we had several significant departures and arrivals. The departures include those of long-serving officers who had also worked for predecessor organisations of the CMC.

Departures

Commissioners

November 2007: Julie Cork (part-time Commissioner) had been with the organisation since November 2004.

April 2008: The Honourable Douglas Drummond QC (part-time Commissioner) who had been appointed in July 2005.

Senior Executive Service (SES) and Senior Officers (SO)

July 2007: Mark Lynch (Deputy Director, Research and Prevention) had been with the organisation since January 1999.

November 2007: Robert Evans (Official Solicitor) had been with the organisation since August 1995.

May 2008: Susan Johnson (Director, Research and Prevention) had worked for the organisation for extended periods since October 1990.

June 2008: Superintendent Paul Doyle had worked for the organisation for extended periods since March 1990.

Long-serving officers

November 2007: Linda Trewin (Complaints Officer) had been with the organisation since 1987.

May 2008: Brian O'Rourke (Records Officer) had been with the organisation since 1990.

Medical retirement

October 2007: Amanda Austin (Senior Financial Investigator) had been with the organisation since December 1993. Amanda retired on medical grounds; this was the first medical retirement from the CJC/CMC.

Arrivals

December 2007: Peter Scanlan (Executive Director)

May 2008: Judith Bell (part-time Commissioner)

In memoriam

Daniel Abednego, our respected Indigenous Liaison Officer, passed away in January 2008.

Daniel joined the Criminal Justice Commission as the Aboriginal and Torres Strait Islander Liaison and Education Officer in 1993. However, his public service to the people of Queensland started with his first job as a telegram and mail despatch officer for the Postmaster-General's Department on Thursday Island.

Before joining the CJC, Dan had also worked as a painter, a linesman for the Far North Queensland Electricity Board, a trainee Welfare Officer for the Aboriginal and Islander Community Health Service, Child Care and Fostering and Adoption Officer for the Aboriginal and Islander Youth Shelter Program, and Community Liaison Officer for the IINA Torres Strait Islander Corporation.

Dan listed as one of his greatest achievements the satisfaction he felt in contributing to and receiving positive feedback from reports produced by the CMC (including the Foster Care Inquiry, the Aboriginal Witnesses in Court report and the Investigation into Six Aboriginal and Islander Councils).

Dan's contribution, friendship and support have been invaluable to many people who will continue to miss him for a long time.



Our role with the Commissioners for Police Service Reviews

Commissioners for Police Service Reviews arbitrate on any grievances police officers may have about promotions, transfers or disciplinary action.

Commissioners are independent of the CMC and the Queensland Police Service but are nominated by the CMC Chairperson under the *Police Service Administration Act 1990*.

To be eligible for appointment, a Review Commissioner must be:

- a CMC Commissioner, past or present, or
- a Commissioner of the former CJC, or
- a person qualified for appointment as Chairperson of the CMC, or
- a person who has demonstrated an interest and ability in community affairs.

A secretariat within the CMC supports the Commissioners and coordinates review hearings.

During the reporting period, the Review Commissioners were former CMC Commissioners Ms Kathryn Biggs and Ms Dina Browne and practising solicitor Mr Pat Mullins.

In addition to their primary role to arbitrate on grievances, Review Commissioners also monitored the progress of any changes to the merit-based policy of the QPS. Monitoring occurs as issues are identified during reviews and addressed through recommendations. Further monitoring occurs when the CMC's Police Service Reviews Unit liaises with the QPS Central Convenors Unit and the QPS Human Resource Management Branch on matters as they arise.

The transparency and independence of the review process are enhanced by the standing invitation to the Queensland Police Union of Employees to attend promotion, transfer and disciplinary review hearings as observers. During the reporting period the Police Commissioner supported all recommendations made by Review Commissioners.

Through representation at the annual national Public Sector Appeals Conference, the Office of the Commissioner for Police Service Reviews stays informed of best practice and emerging trends in other jurisdictions.

Table 12. Types of applications lodged, 2006–06 and 2006–07

Type	2006–07	2007–08
Promotion	49	133
Transfer	12	1
Lateral transfer	1	4
Stand-down	1	-
Suspension	2	1
Disciplinary	-	-
Dismissal	-	-
Total	65	139

Table 13. Status of applications lodged, 2006–07 and 2007–08

Status	2006–07	2007–08
Matters lodged	65	139
Matters withdrawn before hearing	35	13
Matters out of jurisdiction	-	8
Matters awaiting hearing at 30 June	8	99
Matters heard	22	19

Table 14. Results of matters heard by Review Commissioners, 2007–08

Type	Affirmed	Varied	Set aside	Total
Promotion	10		4	14
Transfer	-	-	-	-
Lateral transfer	1	1	1	3
Suspension	2			2
Total				19

Support services

A range of work areas including finance and administration provide professional support to operational areas of the CMC.

The CMC accesses its financial system (Finance 1) and its payroll system (Aurion) from a shared services provider, the Corporate Administration Agency (CAA). CAA provides both a payroll function and a financial records backup service for the CMC.

Legal support and capability

The Commission and operational areas of the CMC are advised and supported by in-house lawyers who work either as part of multidisciplinary teams or in the CMC's legal practice operated by the Legal Services Unit and the Office of General Counsel.

The CMC's legal practice specialises in providing independent and timely legal services mostly related to the CMC's investigative functions, administrative review and statutory compliance.

Information management

The objective of information management is to ensure that the optimal information assets required by the CMC to achieve its objectives are obtained, managed and used to best effect.

Unsurprisingly, projects associated with the relocation of the main office of the CMC from Terrica Place to Green Square dominated information management activities for 2007–08. The majority of these projects were directly involved in providing the information and communications technological infrastructure to adequately support the CMC's needs over the next 10 or more years. Progress also continued in migrating from outdated analogue technologies to a full digital environment, an area targeted for significant advancement in 2008–09.

Security services

The CMC's security services protect the Commission's staff, information, assets and corporate reputation through providing protective security measures (including 24/7 physical security), investigative capacity and an in-house vetting service. We not only conduct security vetting for CMC staff, contractors and visitors but provide a probity vetting service to Queensland and national law enforcement and government agencies.

During 2007–08 security completed 263 staff and contractor clearances and 256 probity checks on behalf of other agencies.

The move to Green Square provided the opportunity to review our security structure, services and technology. Our new premises will incorporate all the proven elements of our current systems, and include improvements based on wide consultation and better physical accommodation.

Infrastructure development: relocation to Green Square

The large infrastructure project to relocate the CMC to new premises continued throughout 2007–08. The relocation to Green Square, Fortitude Valley will not only provide a larger and more functional work environment but also improve our organisational capability.

The CMC will occupy four floors of the Green Square North Tower, a new building which is the first in Queensland to attract a 6-star Green Star rating, the highest for environmental sustainability.

The relocation will be completed in late August 2008, about two months ahead of the original schedule. The CMC's relocation project team has worked closely with Leighton Contractors, Cox Rayner Architects and the Department of Public Works to design a practical and secure working environment for the organisation.

Communication with our stakeholders

We place great importance on ensuring that we provide timely, useful and relevant information to our stakeholders.

This year we released information through:

- research, intelligence and parliamentary reports
- misconduct prevention materials
- crime bulletins
- brochures
- our website
- media releases
- interviews.

Due to the nature of the CMC's work, the organisation attracts significant interest from both the public and the media (see adjacent box). We published 28 media releases about CMC activities, gave 50 media interviews and held two media conferences.

Outreach to the community

We undertake a range of activities to heighten community awareness of the CMC and improve community outreach. Our officers visit numerous stakeholder and community groups to speak about the organisation. In 2007–08 our public presentations included:

- crime conferences throughout Australia
- addresses to high schools on internet safety
- discussions with Indigenous community members on complaints against police
- talks to university students on investigative reports.

See Appendix C for a list of external presentations.

We also take part in other events and activities to promote a broader knowledge of the organisation's work within the community. This financial year we participated in NAIDOC Week and two major Queensland law symposiums.

Media queries in 2007–08

During the reporting period, we received 991 media queries on varied topics such as:

- a public hearing into the actions of Scott Flavell, former Director-General of the Department of Employment and Training
- a committal hearing against former minister Gordon Nuttall and Queensland businessman Ken Talbot relating to secret commissions
- the closure of Operation Alpha Submission Barrier – a major crime operation into drug trafficking – that resulted in 14 principal targets being convicted
- the launch of our report on the public nuisance offence
- a joint education campaign with the Local Government Association of Queensland urging local government candidates to 'keep it clean' during the 2008 elections
- allegations that Queensland Government ministers ordered workers at the Department of Child Safety and Queensland Health not to tell police about hundreds of cases of suspected child abuse and neglect on Cape York
- former minister Pat Purcell facing court on two charges of common assault
- a public forum in Cairns as part of an inquiry into policing in remote Aboriginal and Torres Strait Island communities
- allegations of inappropriate conduct by former minister Merri Rose, referred to the CMC in a letter from the Member for Burnett, Rob Messenger
- a call for submissions from key stakeholder groups and the public about the effectiveness of laws introduced to deal with excessively noisy off-road motorbikes.

Publications

We produce publications including misconduct prevention advice, investigation reports, research into the criminal justice system, and brochures informing the public about our jurisdiction and services.

In 2007–08 our key publications produced included:

- a review for parliament of the public nuisance offence
- an issues paper and invitation for public comment on off-road motorbike noise laws
- a report following up on recommendations contained in our 2003 publication *Seeking justice*
- a full update of our flagship misconduct prevention guide *Facing the facts*
- a profile of drug use patterns and criminal behaviour among watch-house detainees
- a strategic assessment of the cocaine market in Queensland.

See Appendix F for a list of publications.

Online information

Our website continued to be a highly effective way of communicating with our stakeholders. All printed material can be accessed online. The four most consistently popular areas viewed provide information on:

- misconduct prevention materials
- online publications
- current vacancies
- frequently asked questions.

Each of these sections were accessed by several thousand viewers every month.

The most popular publications downloaded by viewers are:

- the Fitzgerald Inquiry report (consistently our most popular publication, nearly 20 years after it was first produced)
- *Facing the facts: a CMC guide for dealing with suspected official misconduct in Queensland public sector agencies*
- *Protecting children: an inquiry in abuse of children in foster care.*

Organisational capability: outlook 2008–09

In 2008–09, we will focus on activities that include:

- Implementing the review of strategic direction currently underway.
- Moving to new premises at Green Square, Fortitude Valley.
- Improving infrastructure, especially in technology and governance.

- Further implementing initiatives to address workforce challenges, including providing enhanced opportunities for career movement within the organisation and leadership and management development.