

Promote high standards of integrity and reduce misconduct in the public sector

Our performance in 2007–08

We report on our performance in promoting integrity and preventing misconduct in 2007–08 against our *Strategic Plan 2007–11*, available at <www.cmc.qld.gov.au>, and the targets or estimates identified in the *Ministerial Portfolio Statement 2007–08*, available at <www.treasury.qld.gov.au>.

This chapter sets out our priorities and challenges, our key achievements and our results against performance indicators. It also details our Misconduct functions including specific activities with the public sector and the QPS. It 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.

Building the capacity of agencies to prevent and deal with misconduct

Given the strong public interest in how complaints against police officers are managed, we have given a strong priority to working with the QPS to develop more robust, effective and timely complaints management and disciplinary systems (Project Verity). For more detail, see page 32.

Monitoring the responsibilities devolved to agencies

To meet our monitoring responsibilities, we put significant effort into further developing our in-house expertise in quality assurance reviews and various types of audits. We gave our officers more training in our monitoring tools and how to use them in the context of agencies' core business and legislative and policy frameworks. For more detail, see page 26.

Balancing our investigative and capacity-building activities

It is important that we balance the costs of potentially lengthy investigations with a longer-term investment in the capacity of the agencies themselves. For this reason, all our investigations are undertaken with a view to identifying and addressing any systemic or procedural weaknesses in the agencies concerned. The reports of two long-running investigations, to be published in the next reporting period, will reflect that balance. For more detail, see page 27.

Key achievements

- A long-running investigation of misconduct in the public sector resulted in further charges against a former government minister for corruptly receiving payments.
- In 2007–08, we concluded our in-depth examinations of the complaints management and/or integrity frameworks of nine key public sector agencies, including the QPS, and made recommendations to enhance the agencies' capacity to prevent and deal with misconduct.
- Our various capacity-building projects and activities reached over 500 public sector managers from across Queensland in over 40 public sector agencies.
- We co-hosted the first Australian Public Sector Anti-Corruption Conference in Sydney in October 2007 with the Independent Commission Against Corruption (NSW) and the Corruption and Crime Commission (WA).
- During the lead-up to local government elections in Queensland earlier this year, we ran a strong public campaign, together with the Local Government Association of Queensland, to reinforce to all candidates the importance of running a 'clean' campaign.

Results against performance indicators

The data provided in Table 3 enable our performance for 2007–08 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.

Misconduct: key activity areas

Experience in Queensland and elsewhere suggests that for the public sector to ensure a strong culture of integrity and minimise the risk of misconduct, public sector managers themselves must take responsibility for the culture and behaviour of their staff and for preventing misconduct.

For this reason, the CMC does more than simply focus on investigating serious cases of possible misconduct.

Our misconduct function comprises:

- an effective and efficient complaints-handling process
- a robust monitoring regime
- investigations
- a concerted program of capacity-building and research activities, with a strong prevention focus.

All our activities are focused on improving public sector conduct.

Complaints received and assessed

There has been a slight decline in complaints received in the last two years, in comparison with the three years prior. It is difficult to predict the number of misconduct complaints that will be referred to the CMC in any year, but we continue to achieve the target of assessing at least 85 per cent of them within four weeks of receipt.

Overall numbers

This year, 3678 misconduct complaint matters were assessed by the CMC.

The matters received contained over 9000 separate allegations of misconduct (one complaint may consist of a number of allegations). Of these allegations 56 per cent related to police, 32 per cent to public sector agencies, 10 per cent to local government, and 2 per cent to the remainder (primarily politicians).

Table 3. Performance against strategic plan and MPS 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)	
Misconduct matters assessed	3965	4419	3924	3565	3800	3678	3800
Percentage of matters assessed within four weeks	85	90	93	92	85	85	85
Misconduct investigations finalised	105	109	110	107	100	93	90
Percentage of investigations completed within 12 months	84	77	68	76	80	76	80
Percentage of audited investigations which meet quality standards	100	100	100	93	90	100	90
Research, intelligence, capacity building, prevention and monitoring projects finalised	31	32	31	33	26	41	26
Percentage of external agencies assessing prevention services as valuable	100	100	100	75	75	92	75
Percentage of reviewed research and intelligence publications which meet defined quality standards (external expert review)	100	100	100	100	100	n/a ^a	100
Percentage of misconduct operations and projects that incorporate communication strategies	100	100	100	100	100	100	100
Expenses to achieve strategic goal 'To promote high standards of integrity and reduce misconduct in the public sector'	\$17.8m	\$18.8m	\$20.2m	\$20.0m	\$21.5m	\$20.5m	\$23.0m

a There were no research or intelligence publications which met the definition for external review in 2007–08.

Sources of complaints

Complaints about possible misconduct come to the CMC from a number of sources, including the general public and public sector agencies.

Of the complaints against police in 2007–08, 56 per cent were made direct to the CMC by members of the public; 41 per cent were referred to us by the QPS (and 28 per cent of these were made by members of the public direct to the QPS).

In contrast, only 20 per cent of complaints about public sector agencies (excluding local government) were made direct to the CMC by the general public in 2007–08; 74 per cent came from the agencies themselves (and 23 per cent of these were received from the public).

In terms of local government, excluding Indigenous councils, 37 per cent of complaints received in 2007–08 were made direct to the CMC by the general public; 56 per cent came from the CEOs of local councils (and 18 per cent of these came from the public). For Indigenous councils, 38 per cent of complaints in 2007–08 were made direct to the CMC by the general public; 45 per cent came from the CEOs (and 9 per cent of these came from the public).

Assessment of complaints

Eighty-two (82) per cent of all complaints were referred to the relevant agency to deal with, subject to monitoring by the CMC. Twelve (12) per cent of these complaints were monitored through review.

Sixteen (16) per cent of all complaints were determined by us to warrant no further action. Less than two (2) per cent of all complaints were retained by us for investigation.

Monitoring of agencies

To maintain the integrity of the complaints process, and to safeguard public confidence in it, the CMC monitors how public sector agencies handle the complaints that we refer to them. This may involve:

- overseeing an agency's investigation while it is taking place (including, on occasions, assisting in interviewing witnesses), or
- reviewing the finalised investigation report before any disciplinary or other managerial action is taken, or
- after the matter was finalised, reviewing how the agency dealt with the complaint, or
- auditing the way agencies have dealt with complaints that we have referred to them.

This year we undertook reviews of 251 individual complaint matters (135 public sector matters, 116 police matters; these will be discussed in more detail in the public sector and police sectors respectively). In most cases, we had no significant concern about the way in which the complaints had been dealt with. In some cases we requested further inquiries be carried out, and made some recommendations to improve outcomes and improve future management.

We completed five audits: three for public sector agencies (detailed on page 29) and two for the QPS (detailed on page 32).

Why we refer matters to agencies

As stated, in 2007–08 we referred 82 per cent of complaints to agencies to deal with. There are several reasons for this.

Receiving and assessing a high volume of complaints gives us an insight into the culture and performance of public sector agencies. It also reassures the public that an oversight body is being made aware of issues as they arise.

Of the complaints we receive, a significant percentage come from public sector agencies. In part, this is because there is a low threshold for referral – by law, there need only be a suspicion of official misconduct for an agency to be obliged to report it to us. On closer examination of the complaints, many of them clearly do not involve official misconduct.

Managing complaints is not only about dealing with inappropriate conduct by agency employees. It is also an opportunity to identify and address any wider systemic issues such as agency-wide policy or procedural deficiencies, an inappropriate workplace culture, or a failure of standards.

More and more, agencies are accepting responsibility for managing the culture and conduct of their staff. That is why, wherever possible, we refer complaints to the relevant agency to deal with.

Misconduct investigations

We concentrate our efforts on matters such as major fraud within government agencies, police corruption and sensitive political matters. As part of the investigation process, we focus on identifying agencies' systemic or procedural weaknesses and develop recommendations to help them prevent recurrences.

A successful conclusion to a CMC investigation may be the bringing of criminal charges or, just as importantly, the clearing of a person's name or the restoring of public confidence in a public sector activity or agency, a politician or the police.

In our pursuit of corruption and other serious misconduct, we use specialised resources in intelligence, financial analysis and forensic computing as well as proactive and covert investigative techniques.

We can also use our powers, including the power to compel people to attend investigative hearings. Table 4 shows the number of times such powers were exercised in 2007–08 and in the preceding four years.

We increasingly conduct investigations cooperatively with agencies in order to build their capacity to investigate and deal with potential misconduct matters. This may involve providing agencies with investigators to conduct interviews and financial investigators to obtain documents from third parties using our 'notice to discover information' powers. It could also include an officer from the agency being embedded in the CMC's multidisciplinary team.

- In 2007–08, we finalised¹ 93 misconduct investigations, 64 of which related to the QPS, 16 were public sector agency complaints, and 13 related to local government.
- Seventy-six (76) per cent of these investigations were completed within 12 months.
- The decrease in the number of investigations finalised in recent years reflects our concentration on those matters involving the more complex, systemic and contentious allegations of misconduct.
- In relation to the 93 investigation matters finalised in 2007–08, the CMC recommended a total of 152 charges against 48 people: 100 were criminal charges and 52 were disciplinary charges.
- A total of 216 criminal and disciplinary charges were recommended as a result of all CMC investigations being undertaken in 2007–08 – i.e. for investigations finalised in 2007–08 and for other ongoing investigations.
- The majority of the criminal charges are presently in the court system. Most of the disciplinary charges relate to QPS officers, and many of these charges are still proceeding through the disciplinary process.

¹ 'Finalised' means that CMC involvement is effectively completed, although the matter may have been referred for prosecution or disciplinary action.

Table 4. Use of CMC powers for investigating misconduct, 2003–04 to 2007–08

Description	2003–04	2004–05	2005–06	2006–07	2007–08
Use of powers:					
Power to enter	6	6	15	3	0
Notices to discover information	224	158	223	198	139
Notices to attend hearing	42	39	71	121	54
Search warrant applications	34	17	22	24	4
Surveillance warrant applications	3	0	0	0	0

Misconduct investigations

A number of high-profile, long-running and complex investigations were undertaken in 2007–08. They include the following:

- In January 2008, the committal hearing began against former Queensland Government minister Gordon Nuttall and mining magnate Ken Talbot. Following a CMC investigation, Mr Nuttall was charged with corruptly receiving payments totalling almost \$300,000 from Mr Talbot between 2002 and 2005. The committal hearing has been adjourned to October 2008 and to December 2008 and will consider whether Messrs Nuttall and Talbot should stand trial on 35 counts of receiving and paying secret commissions during the period when Gordon Nuttall was a government minister. Mr Nuttall has also been charged with corruptly receiving \$60,000 in 2002 from lawyer Harold Shand, who has been charged with making the payment. The committal hearing for this matter commenced in August 2008, and further hearing dates are listed in December 2008.
- Allegations of corrupt conduct against Councillor Ray Duffy, the Mayor of the former Burnett Shire Council, were not substantiated. Other matters came to light during the investigation, which resulted in charges against Mr Duffy for alleged breaches of the *Local Government Act 1993*, and this matter is currently before the court. Mr Duffy was also charged with four counts of providing false and misleading information during the course of the CMC investigation, and in September 2007 was fined a total of \$8,000 in relation to two of these charges and sentenced to three months' imprisonment, wholly suspended for three years, on the remaining two charges. Mr Duffy has appealed his conviction and sentence, but a decision on his appeal has not yet been handed down.
- In early July 2007, the CMC investigated a complaint that the then Minister for Emergency Services, Pat Purcell, had allegedly assaulted two departmental officers. Subsequently, the minister resigned and publicly acknowledged hitting the two officers and apologised pursuant to a mediated result between the complainants and the former minister. The matter did not proceed to hearing.
- The CMC commenced an investigation in August 2007 after the QPS had received information alleging that motor vehicles owned by the Queensland Police Union of Employees were being sold to executive members of the union (police officers), or their families, at prices significantly below market value. No charges arose from the investigations. However, the CMC wrote to the Industrial Registrar about the processes through which the union officials involved in the sale of motor vehicles carried out their financial management duties under the *Industrial Relations Act 1999*.
- In December 2007, the Premier contacted the CMC regarding her concerns about allegations that Queensland Government ministers had instructed 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. No evidence was found to support the allegations of improper intervention by a minister or senior public servant.
- In early February 2008, the CMC publicly reported that it did not find any evidence regarding a complaint that the former Director-General of the Department of the Premier and Cabinet, Ross Rolfe, had acted improperly in relation to government processes concerning the redevelopment of two property sites.
- In October 2007, the CMC commenced an investigation into an allegation of official misconduct by the former Director-General of the Department of Employment and Training, Scott Flavell. The investigation included Mr Flavell's role and possible conflicts of interest in the establishment and development of a private skills training company while he was Director-General. Following his departure from the public service, Mr Flavell was appointed as a director and the chief executive officer of the company (positions he no longer holds). As part of the investigation, the CMC held public hearings in relation to the matter in July 2008. The CMC will use the results of its investigation to look at possible recommendations to assist in dealing with pre- and post-employment issues involving ministers and senior executive officers in the public sector.

CMC work with the Queensland public sector

This section outlines our work with the Queensland public sector (excluding the QPS). It provides information about complaints against public sector officials, monitoring the public sector, capacity building, and research into the public sector.

Complaints against public sector officials

Misconduct allegations of assault, official conduct (such as inappropriate exercise of powers), victimisation/harassment, misappropriation, control of information, corruption and favouritism accounted for 70 per cent of the allegations against public sector officials.

Of the misconduct complaints assessed in 2007–08 relating to public sector agencies (excluding the QPS), 64 per cent of the subject officers were from five large departments – Health, Corrective Services, Education, Emergency Services and Child Safety. Twelve public sector agencies, including those five mentioned, accounted for 84 per cent of all subject officers for complaint matters assessed in 2007–08. This is no doubt indicative of the large scale of operations undertaken by these departments, their staff numbers, and the level and nature of their interaction with the public.

Monitoring the public sector

The CMC reviewed 135 complaints dealt with by public sector agencies, identifying issues to be addressed in specific cases.

We conducted compliance and integrity audits of the complaints dealt with by three large public sector agencies – the Department of Primary Industries and Fisheries, the Department of Natural Resources and Water, and the Department of Emergency Services. We examined a total of 47 complaints in the course of those audits. The agencies responded positively to our recommendations.

We completed quality assurance reviews of the complaints management systems and integrity frameworks of Queensland Health, Education Queensland, the Department of Child Safety, Queensland Corrective Services, and the Townsville City Council. In the course of each review we examined relevant documentation such as each agency's code of conduct, fraud and corruption control plan, complaints management policy and investigation manual and a sample of complaints dealt with by that agency. In total we examined 42 complaints during the reviews. Our recommendations for enhancing capacity were well received.

Monitoring integrity in the public sector

The CMC is responsible for monitoring the way in which agencies deal with individual complaints and we have a number of mechanisms for doing so.

Our reviews focus on individual complaints that are referred to agencies but which have been identified at our assessment stage as warranting scrutiny. (Reasons for this could include the need to maintain public confidence, or to follow up on possible systemic issues.) In reviewing the complaint, we focus on compliance and integrity in the way in which the complaints are resolved, prevention issues and any capacity deficiencies that the agency may have.

Our audits focus on such things as compliance with standards, integrity of the manner in which complaints are dealt with generally, timeliness, and the way in which an agency is dealing with particular types of alleged conduct, for example, reprisals against whistleblowers. The samples of complaints selected for these audits are taken from those referred to the agency to deal with, and which we have not individually reviewed ourselves.

Our quality assurance reviews look at an agency's integrity framework, including its policies, code of conduct, complaints and records management systems, and training and internal monitoring systems.

Capacity building in the public sector

To build agency capacity to reduce misconduct, we work in a variety of ways including direct outreach, undertaking joint ventures, developing relevant resources, working with Indigenous communities, and conducting research.

Direct outreach

- The CMC Chairperson and the Director, Complaints Services visited five Directors-General to hear any concerns they may have had and to reinforce with them the responsibilities of public sector managers for integrity, complaints management and misconduct prevention.
- During our regional visits to Townsville, Mt Isa, Rockhampton and the Gold Coast in 2007–08, we made 24 presentations to over 40 agencies representing state and local government, regional agencies and other stakeholders such as local police, Indigenous bodies, local legal aid agencies and law associations. These presentations included prevention workshops on topics such as conflicts of interest and ethical awareness, as well as workshops based on our publication *Facing the facts*. The latter are aimed at middle managers and human resource staff and outline agency obligations and options in managing misconduct, illustrated by real-life scenarios.
- Prevention and *Facing the facts* workshops were also conducted in south-east Queensland for middle and senior managers and staff from a wide range of public sector agencies. In addition, a number of specific workshops for managers and staff of individual agencies were held around the state.

Joint ventures

- We entered into protocols to deal with sharing of information and/or dealing with complaints with key agencies in the health sector (including the Health Quality and Complaints Commission), the Commission for Children and Young People and Child Guardian and the Queensland College of Teachers.
- We worked collaboratively with the Department of Local Government, Sport and Recreation, the Queensland Ombudsman, the Queensland Audit Office and the Local Government Association of Queensland to coordinate education materials and programs to councillors and staff following the 2008 local government elections.
- We worked closely with a range of relevant groups, such as the Corruption Prevention Network Queensland, the Queensland Public Sector Ethics Network and the Institute of Internal Auditors (Australia) to foster ethical conduct.
- In collaboration with the Independent Commission Against Corruption, we undertook a survey of public sector agencies to identify potential improvements for our Conflict of Interest Toolkit.
- We continued our involvement as an industry partner in *Whistling While They Work*, a three-year collaborative research project led by Griffith University and funded by the Australian Research Council. This project aims to enhance internal witness management in Australian public sector organisations. Following release of the initial research findings, the CMC released an updated version of its advisory guide, *Exposing wrongdoing: a CMC guide to whistleblowing in Queensland* in February 2008 and collaborated with the Queensland Ombudsman and the Office of the Public Service Commissioner to publish *Managing internal witnesses: a best practice checklist* in June 2008.

First Australian conference on corruption prevention in the public sector

The inaugural Australian Public Sector Anti-Corruption Conference (APSACC) was held in Sydney in October 2007. It was a collaborative undertaking between the NSW Independent Commission Against Corruption, the WA Corruption and Crime Commission and the CMC. The conference program comprised presentations and panel discussions relevant to all sectors of the New South Wales, Queensland and Western Australia public service (e.g. departments, state-owned corporations, local government, tertiary education institutions and police). Topics such as corruption risk management and conducting

investigations were included in the program. Over 500 Australian and international participants attended the conference.

The conference will be held every two years, with the next one in Brisbane in July 2009. The CMC will chair the organising committee.

A list of CMC presentations at APSACC can be found on page 63. Further information can be found at <www.apsacc.com.au>.

Resource development

Resources published in 2007–08 include:

- *Handling confidential information: guidelines and policy for local governments*
- two companion advisory papers entitled *Keeping your code of conduct relevant: guidelines for best practice* and *Keeping your code of conduct relevant: a best practice checklist*
- a prevention pointer entitled *Retention and disposal of council records: a guide for councillors and CEOs*, in conjunction with Queensland State Archives.

The CMC also contributed to the 2008 Councillor Information Kit, as part of a collaborative project with the Local Government Association of Queensland, the Department of Local Government, Sport and Recreation, the Queensland Ombudsman and the Queensland Audit Office.

Working with Indigenous communities

We continued to liaise with the Queensland Audit Office and the Department of Local Government, Sport and Recreation in dealing with complaints concerning Indigenous councils in Queensland. Our recently agreed memorandum of understanding detailed protocols for cooperation.

Researching the public sector

- In 2007, in collaboration with the NSW ICAC, we resurveyed public sector agencies and their staff to identify whether there had been any changes over time in:
 - the types and levels of misconduct risk associated with units of public administration
 - the capacity of units of public administration to respond to misconduct
 - the capacity of units of public administration to prevent future misconduct.

Preliminary results comparing Queensland and New South Wales were presented at APSACC in October 2007 and can be found on the APSACC website <www.apsacc.com.au>. We anticipate releasing a public report on the full study findings in the next reporting period.

Online resources

Our misconduct prevention materials are easily accessible on our website, and are some of the most popular areas visited. For example, the following pages are each downloaded more than a hundred times a month:

- *Facing the facts: a CMC guide for dealing with suspected official misconduct in the public sector*
- *Managing conflicts of interest in the public sector (toolkit)*
- *Fraud and corruption control: guidelines for best practice.*

- In 2007, in collaboration with Griffith University, we conducted a second survey of the ethical attitudes and perceptions of misconduct among staff working for correctional institutions in Queensland. We did this to assess whether there had been any change over time since an earlier survey conducted in 2001. Some positive changes were found and we will release a public report of these findings in the next reporting period.
- We released *Public perceptions of the Queensland public service and local government: findings from the 2005 Public Attitudes Survey*. The sixth in this series conducted since 1995, the survey:
 - assessed how the public view the behaviour and the 'image' of the QPS, public service departments and local government
 - examined the extent to which the public perceive there to be misconduct or lesser forms of improper behaviour within these organisations
 - ascertained the public's willingness to use complaints systems.

Overall, most respondents held a favourable view of the behaviour of public service and local government employees, stating that most were honest and generally behaved well. Over 85 per cent of respondents in each of the last three surveys agreed that there would always be some corruption in the public service and local government. Although there was some decrease in public confidence in the complaints processes for public sector and local government employees, where respondents had chosen to make a complaint, they were most likely to have reported the matter directly to the agency or local government in which the behaviour had occurred. A seventh survey was done in 2007 and its results will be released in the next reporting period.

CMC's work with the Queensland Police Service

This section covers complaints against police, monitoring the QPS, capacity building in the QPS, and researching police methods and practice.

Complaints against police

In 2007–08 the CMC recorded 1869 complaints involving allegations of 'official misconduct' by police or 'police misconduct', down slightly from the 2006–07 figure of 1887, but still higher than the 2005–06 figure of 1780.

Allegations of assault, official conduct (such as inappropriate exercise of powers), demeanour/ attitude, victimisation/harassment and custody complaints accounted for almost 65 per cent of the misconduct allegations against police.

Trends discernible from analysis of complaints data include:

- a state-wide decline in assault/excessive force allegations in 2007–08 across all police regions in Queensland
- slight increases in allegations of victimisation or harassment, issues relating to evidence, corruption or favouritism, and issues relating to custody compared to the two previous years.

Monitoring the QPS

The CMC reviewed 116 individual complaints against police dealt with by the QPS, identifying issues to be addressed in specific cases.

The CMC conducted two audits of complaints managed by the QPS.

- The first assessed the capacity of the QPS to correctly categorise 'breach of discipline' complaints and, accordingly, appropriately notify the CMC. The audit found that while the majority of matters were categorised appropriately, a number were not, resulting in some matters not being reported to the CMC. A number of recommendations were made to build the capacity of the QPS to appropriately categorise complaints. There was no evidence that the QPS had deliberately categorised the matters incorrectly so that they would not have to report them to the CMC.

- The other QPS audit was of a sample of those complaints determined by QPS to be connected with court proceedings. The audit found that a significant percentage of these complaints had been appropriately assessed by the QPS. The audit also identified some other issues in how the QPS deals with such complaints generally. A number of recommendations were made to assist the QPS in its decision-making about complaints.

In both these cases, we anticipate that our recommendations will be incorporated into the new QPS policy and procedures being developed as part of Project Verity (see below).

Research and Prevention staff continue to monitor new policing activities, policies and procedures – for example, relating to the use of electro-muscular disruption devices (Tasers). We continue to monitor QPS education and training through our membership of the Police Education Advisory Council.

Capacity building in the QPS

Review of QPS complaints management

The CMC continued to progress Project Verity, our major capacity-building initiative with the QPS. The project recognises the importance of local line managers in promoting positive behaviour and strengthening the culture of integrity. So far we have developed a model for devolving responsibility for complaint management to local line managers. The model is currently being trialled in two police regions: North Coast and Metropolitan North.

Working with Indigenous communities

In 2007–08 Complaints Services commenced a project to develop culturally appropriate, timely and effective ways to deal with Indigenous complaints against police. The project involved analysis of CMC complaints data, discussions with officers of the Ethical Standards Command of the QPS, and a series of workshops conducted at regional centres around the state with Indigenous stakeholders.

A draft report has been prepared. Once it is adopted by the CMC, we will engage in a consultation phase before trialling the report's recommendations.

Researching police methods and practice

The CMC is involved in a wide range of activities relating to police practices, including conducting research into police methods of operation, police powers and their use, and law enforcement by police.

Some of our activities include:

- undertaking reviews required by legislation that relate to police powers, such as public nuisance offences and policing in Indigenous communities (see also 'Engaging in public policy' on page 39)
- undertaking program or project evaluations (either in conjunction with or independent of the QPS) and independent research
- representing the CMC on various police-related committees and working parties.

Our research work over the reporting period includes the following projects.

- We are finalising the Police and Young People project, a collaborative project with the University of Queensland and the Queensland University of Technology. It examines the relationship between young people (15–24 years old) and the police in Queensland. We expect to release a public report about this project in the next reporting period.

- In November 2007 we released *The Queensland Police Dog Squad: a CMC review of complaints and bite incidents*, an analysis of complaints to the CMC (and its predecessor, the CJC) about bites by QPS dogs between 1999 and 2006. Research revealed considerable improvement in the management of police dogs in Queensland, and a significant reduction in dog-bite complaints; the report included recommendations for the QPS to consider.
- We continued our regular surveys of the ethical attitudes of police recruits and first-year constables. These surveys have been conducted since 1995 and we use the results to monitor trends over time. In October 2007, we presented trend data from the 1999–2006 surveys at APSACC. That presentation is available on the APSACC website at <www.apsacc.com.au>.
- We developed broad-ranging and remedial preventive strategies to reduce opportunities for, and the incidence of, misconduct in the QPS.

Misconduct: outlook 2008–09

- During 2008–09, we will continue to:
 - concentrate on building the capacity of public sector agencies to prevent and deal with misconduct through a range of strategies
 - monitor how agencies deal with misconduct
 - produce misconduct prevention documents, as well as other advisory material for use by units of public administration
 - research public sector and police misconduct
 - work in partnership with other key agencies such as the Queensland Ombudsman, Crown Law and the Office of the Public Service Commissioner.
- We expect to assess an estimated 3800 matters.
- We expect to complete 90 misconduct investigations.
- The current trial of the Project Verity devolution model for dealing with misconduct complaints and enhanced disciplinary processes in the QPS will be evaluated.
- We expect to conduct quality assurance reviews of at least two large public sector agencies to assess their framework for compliance with obligations under the Crime and Misconduct Act to both prevent and deal with misconduct.
- In the next reporting period we will release public reports of two major investigations undertaken in 2007–08. Both of these reports will identify systemic concerns and make recommendations for reducing opportunities for similar kinds of misconduct in the future.
- Preparations are underway for the second Australian Public Sector Anti-Corruption Conference to be held in Brisbane in July 2009. The CMC is the Chair of the Organising Committee.