

Organisational effectiveness

Achievements

- An updated staff performance management system has been implemented.
- The strategic risk management framework was revised and strengthened.
- A redeveloped website has resulted in a more effective and accessible online presence.
- The Indigenous Engagement Strategy was developed.

Strategic focus

Over the last 12 months the CMC focused primarily on:

- improving organisational economy and efficiency
- ongoing review of our governance arrangements
- communication and stakeholder engagement.

Performance overview

The CMC improved corporate performance in several areas. The initiation phase of the Strategy, Structure and Resource Allocation project was completed in September 2011. The project continued throughout 2011-12, and a final report will be made to the Commission in September 2012. The activity-based-costing initiative commenced last year was successfully trialled in a number of work groups. The trial will extend to include more work groups before a fuller evaluation of the program occurs.

The revised Achievement and Capability Planning (performance management) system will assist managers

Challenges

- Balancing available resources with increasing demands for our services, and timely service delivery.
- Establishing communications which invite interaction and promote awareness and education.

Looking forward ►

In 2012-13 we will:

- Conclude the Strategy, Structure and Resource Allocation project to better align structure and resources with strategic priorities.
- Improve our capacity to effectively manage high-risk projects and issues.
- Enhance our engagement with Indigenous communities, organisations and people.

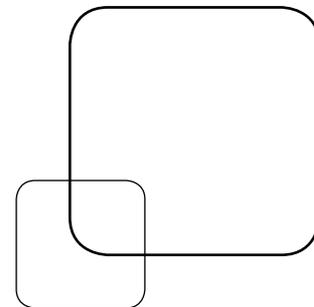
develop productivity. It puts in place better mechanisms for managing staff with highly specialised skills, such as those in the Proceeds of Crime area.

The risk management framework was revised and strengthened. It now has greater integration with corporate planning processes, and ensures that identified risks will receive attention by staff at the appropriate level.

The web redevelopment project was delivered on time and within budget. The external site went live in December 2011, providing more user-friendly access to CMC resources and services, including a better system for reporting misconduct online and a subscription service. The new intranet went live in June 2012, allowing improved staff communication.

The CMC Indigenous Engagement Strategy, a commitment made in the CMC's *2011-15 Strategic Plan*, was developed for release during NAIDOC Week in July 2012. Its accompanying action plan, setting out specific targets, will be implemented throughout the year.

Organisational effectiveness: Our people



The CMC recognises that committed and capable employees are central to our success in achieving our goals and objectives. We continue to review, develop and implement human resource management practices and programs to provide a supportive and stimulating environment for all staff.

Staff profile

The CMC employs a diverse mix of professionals – lawyers, police, accountants, investigators, intelligence analysts, social scientists, computing specialists, corporate specialists and support officers.

As at 30 June 2012, the CMC had a workforce that equates to 357.5 full-time equivalent staff in various full-time and part-time roles.

Our full-time equivalents (FTEs) increased by 32.72. There was a substantial number of long-term/permanent positions held vacant in 2010–11 pending the outcome of a governance review. In early 2011–12 those positions were filled, resulting in an increase in FTEs.

It is expected that 16 staff will leave the organisation in the six weeks after 30 June 2012. The estimated numbers of FTEs for 30 June 2013 is 350 (see further detail under 'Workforce management and planning').

Table 6 provides the allocation of full-time equivalent positions across the functional areas compared with the previous two years.

Table 6. Workforce profile

Functional area	Full-time equivalents*		
	30/6/10	30/6/11	30/6/12
Crime (including Intelligence)	79.8	79.6	87.0
Misconduct (including Applied Research and Evaluation)	105.4	118.3	134.3
Witness Protection and Operations Support	51.9	53.0	54.0
Strategy and Services (including Office of the Commission)	76.4	73.9	82.2
Total	313.5	325.0**	357.5

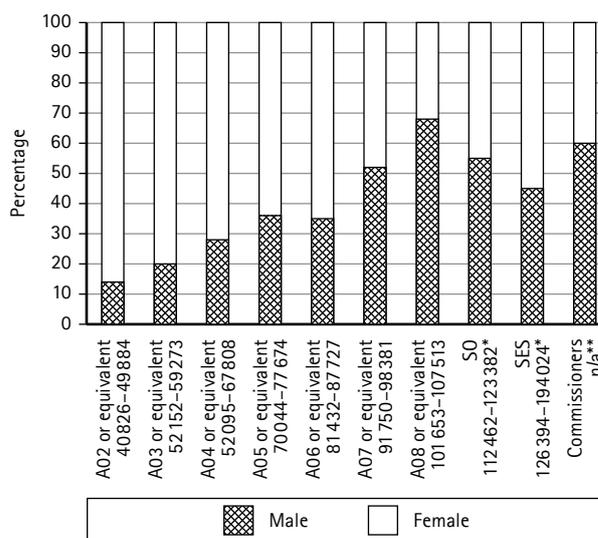
*Full-time equivalents refer to all permanent, temporary and casual staff.

**Rounded to the nearest 0.5 FTE.

Workforce composition by gender and age groups

Women comprise 61.6 per cent of our permanent, non-police workforce. Women fill 43 per cent of all positions at and above A07 and equivalent classifications, and 55 per cent at the Senior Executive level (see Figure 9).

Figure 9. Profile of annual earnings and classification level by gender

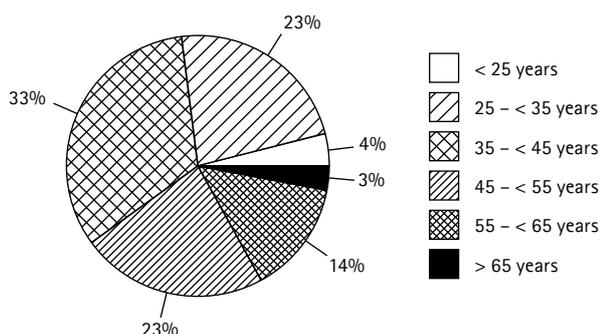


*superannuable salary

**no salary range quoted as 4 commissioners work on a part-time basis

Forty per cent of our permanent, non-police staff are aged 45 years and over, and 17.6 per cent are aged 55 years and over (see Figure 10).

Figure 10. Profile of staff in each age group



Retention

This year our permanent employee retention rate was 89.4 per cent (compared with 89 per cent last year). Our permanent employee separation rate was 11 per cent, well down from 14.8 per cent last year, and the lowest figure in the last four years (Table 7).

We are unable to compare this with the public service annual separations because the Public Service Commission only provides quarterly figures based on separations from the public service as a whole and not on separations from individual public sector agencies. By contrast, the CMC counts as a separation any permanent or contracted staff member leaving the agency, whether or not the person moves to another public sector agency.

Table 7. Permanent staff separation rate, 2008–09 to 2011–12

2008–09	2009–10	2010–11	2011–12
14%	12.7%	14.8%	11%

No employees left the CMC this year as a result of redundancy, retrenchment or early retirement schemes.

Workforce management and planning

Commission initiative for sustainable staffing

Recognising that dependence on above-establishment staff levels would be unsustainable, the Commission in August 2011 engaged KPMG to review the structure and resourcing requirements of the CMC. The purpose was to develop an optimal resourcing model to cope with the increased demand on our services in the context of resource constraint and alignment.

After receiving KPMG's findings, the Commission initiated the Strategy, Structure and Resource Allocation Project to implement the KPMG findings. A project team was established in April 2012 and charged with the task of recommending structural and resourcing options aligned to the strategic priorities of the Commission. The project is well advanced and final results will be reported to the Commission by the end of September 2012.

In addition, the Commission adopted and implemented the Establishment Management Program introduced by the Queensland Government in March 2012 for use throughout the Queensland public service. This program includes reviewing all appointments and related arrangements, both civilian and police, in light of the overall government priority to achieve cost savings.

Attraction

The CMC can offer prospective employees unique professional and developmental experience. Examples include our proceeds of crime area, our crime hearings division and our witness protection unit.

Although this makes us an attractive employer, we also find that the skills and experience acquired through working at the CMC make many of our specialised staff highly sought after by other employers. In relation to proceeds of crime staff and the increasing demand for their services, the Commission is considering options for some additional resources for the area, and is also exploring ways to improve staff career progression.

We are committed to being an employer of choice and to achieving a competitive advantage in attracting and retaining staff, particularly with respect to professional groupings such as lawyers and accountants. For example, through our Work, Family and Life Balance program, we offer a range of flexible working conditions (as described below).

Workforce continuity

Reflecting demographic trends throughout Australia, the CMC has an ageing workforce. The Act under which we operate also contributes to staff turnover as many of our senior positions have limits on duration of tenure.

To meet this challenge in 2012–13, we will:

- identify operational and management roles linked to workforce continuity
- determine the competencies required in these roles
- forecast workforce changes
- design development programs for identified roles.

Developing our staff

All new staff are provided with a structured induction program when they start working at the CMC. This includes a corporate orientation covering the role of the CMC, hours of work, our code of conduct, workplace health and safety, and salary and superannuation arrangements.

Organisation-wide training conducted in 2011–12 focused on the Microsoft Office 2007 suite and appropriate workplace behaviour. We also ensured that specialist staff had opportunities to maintain and enhance their skills.

Support for professional development

We helped 19 staff to undertake tertiary study by providing financial assistance toward course fees and granting leave to attend examinations, lectures and tutorials. Courses included Bachelor of Criminology and Criminal Justice, Bachelor of Business, and Certified Practising Accountant programs. To assist staff with their ongoing professional development and engagement, we reimbursed 36 staff either 50 per cent or 100 per cent of their professional membership fees.

With CMC sponsorship Kylee Rumble, Assistant Director, Integrity Services, was awarded entry to the two-year Australia and New Zealand School of Government degree course, Executive Master of Public Administration. Her scholarship was one of only ten awarded to the Queensland public sector. Ms Rumble commenced her studies in January 2012.

Tailored management training

After a review of the Misconduct functional area (see page 22), tailored management training was provided for middle and senior managers in that area. Middle manager training focused on understanding individual working styles and priorities, and applying these considerations to team operations. Senior managers attended a series of workshops on leadership and managing performance.

Secondment to peer agencies

Working in other integrity or public sector agencies has also provided valuable development opportunities to some of our staff. In 2011–12, nine staff members took up secondments with agencies such as the Office of the Ombudsman Queensland and the Queensland Police Service, and the Queensland Floods Commission of Inquiry.

Staff performance

To promote workplace productivity and a performance-based culture, we updated our staff performance management system to become Achievement and Capability Planning (ACP). ACP is specifically structured to align individual effort and development opportunities with corporate and business objectives, thereby contributing to a highly skilled and flexible workforce in a strategic and economical way. In 2011–12 we developed a new ACP policy, conducted information sessions for staff, and developed a dedicated site on our intranet for staff and managers.

Providing flexible employment conditions

As noted above, our Work, Family and Life Balance program incorporates features such as part-time work, flexible start and finish times, access to accrued time off, a compressed working week and flexible leave options, including one of 'purchasing' additional recreation leave through salary averaging. Some of our older staff have also accessed our transition-to-retirement arrangements.

This year, part-time work arrangements were in place for 11 per cent of our permanent, non-police staff. Almost half (44%) of these staff are at classification levels at and above A06 (and equivalents), and one is in a senior officer position.

This year we reviewed our arrangements for hours of duty so as to offer greater flexibility for employees while maintaining our organisational effectiveness. This involved wide consultation with staff. The review will be finalised in 2012–13.

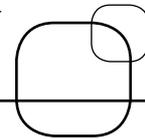
Industrial environment

Ninety-six of our staff are employed under the CMC Employees Award – State 2006, with the balance employed under written contracts of employment. Staff covered by the Award are generally at the Administrative Officer 1–5 levels and equivalents (with limited exceptions). Our Award staff are covered by an enterprise bargaining agreement, the CMC Certified Agreement 2009, which has a nominal expiry date of 31 July 2012.

Aligning individual and corporate needs

Flexible work conditions have allowed Wendy Harris, Principal Adviser (Legal), to work part-time for the last seven years in a variety of senior roles, including Legal Officer in Complaints (now Integrity Services) and Senior Legal Officer, Misconduct Investigations.

Wendy began at 60 per cent of a normal working week, gradually building up to 80 per cent and finally 90 per cent. For Wendy, the increase in working hours over time represented increasing responsibility in the workplace as her family's demands on her time lessened.



Listening to our staff

We believe that an engaged workforce is an important driver of corporate productivity and individual wellbeing. To achieve this, in 2011–12 we began to conduct targeted 'pulse surveys' to survey staff on specific matters.

Improving internal communication

The first survey, which was completed in November 2011 and had a response rate of 53 per cent, focused on internal communication. This resulted in the establishment of a working group to drive improvement in internal communications.

Our Consultative Forum also explored new communication channels between staff and managers by holding monthly open sessions where staff could raise issues directly with Forum members. The sessions were well received by staff and will continue in 2012–13.

The Forum initiated the Wellness Program (see the discussion on page 51), and promoted consultation with staff for the review of hours of duty and the internal complaints management system. It also continued to monitor the implementation of the CMC Certified Agreement 2009.

New intranet improves access to information

The redevelopment of our intranet this year provided new and improved ways to communicate internally, along with increased transparency. As the most up-to-date and trusted source of staff information, the redesigned intranet gives staff ready access to information about their conditions of employment and the policies and procedures that affect them. It is also the main source of current news and announcements.

Ensuring a safe and healthy working environment

In 2011–12, we had 14 reported workplace health and safety (WHS) incidents and six Workcover claims. We also provided rehabilitation and return-to-work programs for staff where required.

Compliance with the new Work Health and Safety Act

We completed a due diligence audit of workplace health and safety at the CMC against the requirements of the recently introduced *Work Health and Safety Act 2011*. An action plan was then drafted that identified the key actions to be implemented to meet the requirements of the Act.

In 2011–12, as part of the action plan, we:

- revitalised the WHS committee that oversees WHS matters at the CMC by increasing the membership of the committee and providing training to members
- rewrote the WHS manual and related policies
- provided briefings to supervisors and managers on the new legislation and their role in WHS.

Positive staff response to the Wellness Program

As noted, the Consultative Forum initiated a Wellness Program this year to promote health and wellbeing among our staff. Seven seminars were held in 2011–12, including Better Sleep, Work/Life Balance for Resilience, Managing Difficult Behaviours and Conversations, and Heart Health through Lifestyle Changes.

Under the Wellness Program, we also sponsored staff to compete in the Corporate Games 2012 by subsidising their enrolment fees by 50 per cent. Staff feedback about the program has been positive and we will continue it in 2012–13. We also continued our corporate flu vaccinations program in April 2012, with 192 staff being vaccinated.

Individual assistance to employees

Through our Employee Assistance Program, we continued to offer staff and their families access to free, confidential professional counselling for personal or work-related problems. Details of the services offered and access details are available on the intranet.

Encouraging workforce diversity

To operate effectively, we need a diverse workforce that is responsive to and representative of the Queensland community we serve. In this way we gain access to a range of perspectives that help us to make informed decisions and deliver services effectively.

Indigenous employment

As part of the CMC's Indigenous Engagement Strategy, we developed an Indigenous Employment Strategy to ensure that the CMC is equipped to effectively engage with and deliver services to the Indigenous communities of Queensland.

The strategy includes measures to increase recruitment of Indigenous employees throughout the CMC and ongoing commitment to the Indigenous cadetship program. Implementation of the employment strategy will continue throughout 2012–13. Currently, 1.22 per cent of our permanent, non-police workforce identify as Indigenous. An Indigenous cadet commenced with the CMC in January 2011.

Recognising staff achievements

At our Corporate Awards ceremony in November 2011, we recognised the performance of:

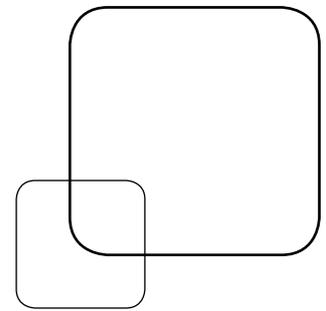
- 13 staff for exceptional work performance – through Work Achievement awards
- 2 staff for exceptional conduct – through Conduct awards
- 1 staff member for excellence in learning and development – through a Learning and Development award.

Twenty staff also received recognition for meritorious service:

- 13 staff received a 5-year service award
- 4 staff received a 10-year service award
- 3 staff received a 15-year service award.

On 14 July 2011, as part of the CMC's participation in NAIDOC week, five Indigenous Engagement Awards were given to staff who had given significant service to Indigenous people and communities. Among the recipients was Chairperson Martin Moynihan, for his role in the Mabo case (see page 56).

Organisational effectiveness: Our governance



The CMC's governance framework ensures that strategies and financial resources are aligned in order to realise the purpose, values and objectives in our *2011–15 Strategic Plan*. Our governance arrangements enable us to comply with legislation, plan, monitor our performance, report on our achievements and manage our affairs responsibly. They also involve the maintenance of policies, frameworks and systems to provide for effective internal and external accountability.

How we plan and report performance

The CMC's *2011–15 Strategic Plan* drives planning and review of all organisational and staff performance.

Each year, the CMC's strategic plan is reviewed by the Commission, the Executive Leadership Group and staff members to ensure that we remain responsive to emerging issues and challenges. The CMC's 2011–15 and 2012–16 strategic plans can be accessed at www.cmc.qld.gov.au/strategicplan.

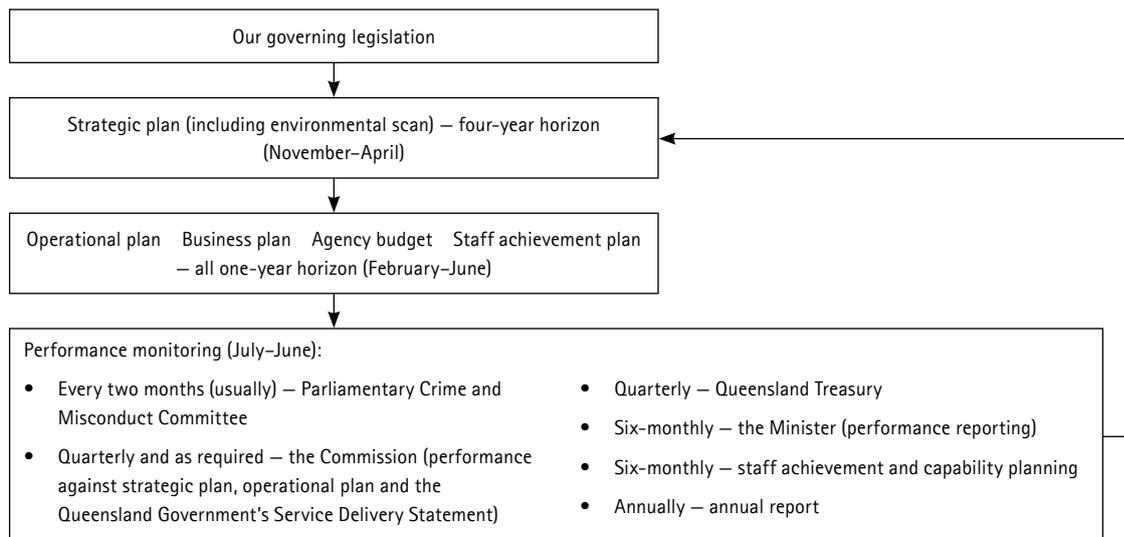
From our strategic plan, we develop an annual CMC Operational Plan that identifies the high-level, agency-wide activities to be undertaken in the coming year to help us

achieve our strategic objectives. It includes information about the CMC's service areas and service standards, as detailed in the CMC's Service Delivery Statement. It also considers key risks and how to mitigate them.

The goals in our strategic plan and operational plan support the Queensland Government's objectives for the community.

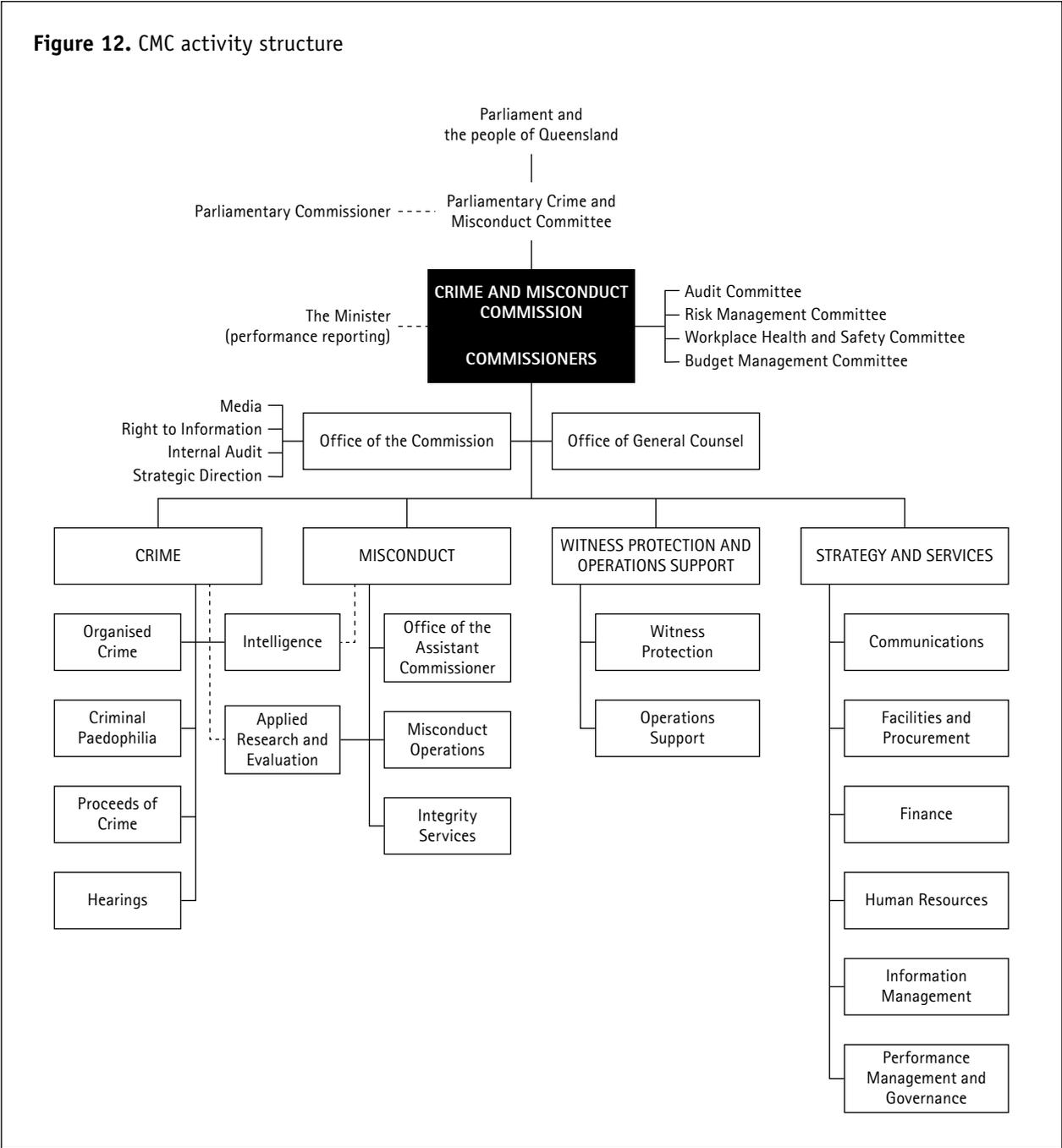
The CMC's full planning cycle is presented in Figure 11.

Figure 11. The CMC's planning cycle



This process is supported by functional area business plans, policies and various specialist plans and strategies.

Figure 12. CMC activity structure



Our Commission — ensuring compliance and performance

The Commission sets our strategic direction and priorities, and oversees a range of management and corporate activities to ensure accountability and sustainable performance.

Our governing body

The CMC is led by a five-member group referred to as 'the Commission', comprising a full-time Commissioner who is the Chairperson (and the Chief Executive Officer) and four part-time Commissioners who represent the community.

The *Crime and Misconduct Act 2001* (the Act) requires that the CMC Chairperson 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.

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

All members are appointed by the Governor-in-Council for a maximum of five years. Nominations for appointment must have the bipartisan support of our oversight body, the Parliamentary Crime and Misconduct Committee. Appointment criteria are explained in full on our website at www.cmc.qld.gov.au/legislation.

Providing regular oversight

The Commission meets fortnightly, with 22 ordinary meetings held in the past year (see Table 8, page 58).

The CMC's two Assistant Commissioners (the Assistant Commissioner, Crime and the Assistant Commissioner, Misconduct), the Director, Witness Protection and Operations Support, the Executive General Manager and the Director, Office of the Commission also participate in Commission meetings but do not have voting rights.

In 2011–12, the Commission met with the PCMC three times (for more information, see page 67).

Role and responsibilities

The Commission functions as the board of the CMC, and has primary responsibility for achieving the purposes of the Act.

The Commission's responsibilities are to:

- set the strategic direction of the organisation and approve its strategic plan
- oversee, have input into and approve the CMC's budget and budgetary activities, as well as significant human resources allocations and initiatives
- monitor the performance, operational results and effectiveness of CMC management
- develop and maintain appropriate arrangements for delegating the Commission's powers
- develop and maintain effective management committees, consider their reports, and periodically review their performance, responsibilities and utility
- develop and maintain a reporting system that enables the Commission to receive the information it needs to fulfil its role.

Remuneration for Commissioners

Remuneration and allowances for part-time Commissioners are decided by the Governor-in-Council (see page 96) and are based on rates specified in the guidelines for Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities, as administered by the Department of Justice and Attorney-General. Details of remuneration can be found at www.justice.qld.gov.au.

The Chairperson's separate remuneration is provided for under the *Judicial Remuneration Act 2007*.

In accordance with section 238 of the Act, all Commissioners have completed a declaration of pecuniary interests and personal and political associations, which has been provided to the Minister.

Mr Ross Martin SC

Chairperson, appointed 5 March 2012

Mr Martin was appointed as CMC Chairperson in March 2012, after the resignation of Mr Martin Moynihan.

Mr Martin has bachelor degrees in law and arts from the University of Queensland, and was admitted to the Queensland Bar in 1984.

He spent a large part of his legal career with the Office of the Director of Public Prosecutions, commencing as a Crown Prosecutor in 1986. In 1988 he was seconded to the Fitzgerald Inquiry as a lawyer, and subsequently to the Office of the Special Prosecutor in 1990. He returned later that year to the Office of the Director of Public Prosecutions, and in 2010 was appointed Deputy Director of Public Prosecutions.

Mr Martin has been a Vice-President of the Australian Association of Crown Prosecutors since 2003, a Senior Research Fellow at the Centre for Transnational Crime Prevention, and a member of the Human Research Ethics Committee at West Moreton Health Services District.

Mr Martin Moynihan AO QC

Chairperson, appointed 8 February 2010; resigned 18 November 2011

The Honourable Martin Moynihan has a Bachelor of Laws from the University of Queensland and was admitted as a barrister in 1965. He worked in private practice for almost 20 years, including as Queen's Counsel from 1980, and was appointed as a judge of the Supreme Court of Queensland in 1984.

Mr Moynihan has worked on numerous Royal Commissions. From 1986 to 1989 he conducted a Reference from the High Court of Australia to determine factual issues in a land title claim by Eddie Mabo and others in relation to Murray Island (the Mabo case).

Mr Moynihan received the Centenary of Federation Medal for services to the law in 2001, and in 2003 he was appointed as an Officer of the Order of Australia for services to the law and to the Mater Hospital.

Ms Judith Bell

Commissioner, reappointed 3 June 2011

Ms 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 a member of the University of Queensland Senate.

In 2003, Ms Bell was a recipient of the Centenary of Federation Medal for services to education.

Mr Philip Nase

Commissioner, reappointed 6 November 2011

Mr Nase has bachelor degrees in arts and law from the University of Queensland, and a Master of Law from the University of London.

His legal experience of almost four decades includes 17 years as a Crown Prosecutor, during which he appeared for the Crown in criminal appeals and special leave applications before the High Court of Australia. For almost 10 years he was president of the Queensland Crown Prosecutors Association.

After working in private practice between 1989 and 1994, Mr Nase served as a judge of the District Court for almost 15 years. For the last seven years he regularly sat in the remote communities of Mornington Island, Doomadgee and Normanton, taking a special interest in justice issues in those communities.

Professor Marilyn McMeniman AM

Commissioner, appointed 8 April 2011

Professor McMeniman has a Bachelor of Arts, a Diploma of Education and a Doctor of Philosophy from the University of Queensland and a Master of Arts from the University of London. She has held academic positions at both the University of Queensland and Griffith University. Her main teaching and research interests are language acquisition, learning and education policy review.

Throughout her career, Professor McMeniman has provided advice to governments, industry, the wider education profession and the community, and has co-authored major national and state reviews and reports.

In 1997, Professor McMeniman was made a Member of the Order of Australia for services to education, and in 2007 she received the Zonta Woman of Achievement Award.

Note: In last year's annual report, Professor McMeniman's appointment date was incorrectly reported as 29 April 2011.

Mr George Fox

Commissioner, appointed 23 September 2011

Commissioner Fox commenced his term as Commissioner after the end of Commissioner Gummow's term.

Mr Fox has a Bachelor of Commerce and Bachelor of Laws (Hons). He has practised as a solicitor for more than 35 years in regional Queensland and Brisbane, and has significant experience in mediation and ethics.

Mr Fox was previously president of the Queensland Law Society and chair of the Queensland Law Society Human Rights Committee. He served as a Law Reform Commissioner in Fiji between 1995 and 1998, and has advised and assisted the High Court of Solomon Islands and the National Court of Papua New Guinea to develop court frameworks for mediation.

He is an adjunct Professor of Law at Murdoch University and the University of Southern Queensland and currently chairs the University of Southern Queensland Council's Governance Committee.

Ms Ann Gummow

Commissioner, appointed 21 August 2006; term concluded 20 August 2011

Ms Gummow has a Bachelor of Laws from the University of Queensland and a Graduate Diploma in Legal Practice from the Queensland University of Technology.

In addition to having experience as a solicitor in private practice, Ms Gummow has worked since 1990 at the Women's Legal Service in community legal education and community development, and has contributed to legal reform. She has also contributed in teaching teams at various Queensland universities in the fields of social work, social policy, justice studies and law.

Table 8. Commission meetings from 1 July 2011 to 30 June 2012

Name	Ordinary meetings (n = 22)	Ordinary meetings eligible to attend	Special meetings (n = 1)	Meetings with the PCMC (n = 3)	Meetings with the PCMC eligible to attend
Mr Ross Martin SC ¹	8	8	–	–	–
Mr Martin Moynihan AO QC ²	7	8	–	1	2
Ms Judith Bell	22	22	1	3	3
Mr Philip Nase	19	22	–	2	3
Professor Marilyn McMeniman	21	22	1	3	3
Mr George Fox ³	15	17	1	2	2
Ms Ann Gummow ⁴	3	3	–	1	1
Mr Warren Strange ⁵	22	22	–	3	3
Ms Edith Mendelle	21	22	–	3	3
Ms Kathryn Ellis ⁶	5	5	–	1	1
Mr John Callanan ⁷	8	10	–	2	2
Mr Michael Scott ⁸	2	2	–	1	1
Ms Kathleen Florian ⁹	10	11	–	–	–
Mr Peter Barron	17	22	–	1	3
Ms Michelle McKay ¹⁰	14	15	–	1	1

1 Appointed Chairperson on 5 March 2012.

2 Resigned, effective 18 November 2011.

3 Appointed part-time Commissioner on 23 September 2011.

4 Appointment expired on 20 August 2011. Last meeting attended 19 August 2011.

5 Interim appointment as Acting Chairperson from 22 October 2011 to 5 November 2011 and 21 November 2011 to 4 March 2012.

6 Interim appointment as Acting Assistant Commissioner, Misconduct from 21 November 2011 to 9 December 2011 and 16 January 2012 to 2 March 2012.

7 Contract expired on 21 November 2011. Last meeting attended 11 November 2011.

8 Interim appointment from 22 November 2011 to 6 January 2012 as Acting Commissioner, Crime.

9 Appointed as Assistant Commissioner, Crime on 9 January 2012.

10 Appointed as Director, Office of the Commission, on 31 October 2011.

The Executive Leadership Group — driving effective and efficient operations

The Executive Leadership Group (ELG) functions as the CMC's peak operational committee. This group of key executives supports the Chairperson in his role as the Chief Executive Officer, by considering strategic priorities, resource allocation and operational performance to ensure the efficient, effective and economical management of the organisation. The ELG also considers and endorses matters for progression to the Commission.

The ELG meets on a weekly basis and reports to staff through the intranet. Remuneration details of these key executive management personnel are given on pages 100–101.

Members of this group (in addition to the Chairperson) throughout 2011–12 were as below (see box).

The appointment criteria for Assistant Commissioners and senior officers are available on our website at www.cmc.qld.gov.au/appointmentcriteria.

Ms Edith Mendelle BA (Hons), MBA

Executive General Manager, Strategy and Services, appointed 27 April 2011

Ms Mendelle has a Bachelor of Arts and a Master of Business Administration. Her background includes general management experience with the international biotechnology company ForBio Limited and senior management roles with Freehills, KPMG and ANZ Bank. More recently, she led reforms in the justice and human service systems in Victoria and Queensland.

Mr John Callanan BA, LLB (Hons)

Assistant Commissioner, Crime, appointed 1 January 2002; retired 21 November 2011

Mr Callanan held this position both in the CMC from its inception in 2002 and in its predecessor, the Queensland Crime Commission. In these roles his major focus has been on investigating major crime, including organised crime and paedophilia.

Mr Callanan was a Crown Prosecutor for 10 years before working with the Fitzgerald Inquiry and later the Office of the Special Prosecutor. He also spent five years in private practice at the Bar. Mr Callanan retired on 21 November 2011.

Ms Kathleen Florian BA, LLB (Hons)

Assistant Commissioner, Crime, appointed 9 January 2012

Ms Florian graduated from the University of Queensland, and in 1992 was admitted as a barrister of the Supreme Court of Queensland. She commenced her career with the Queensland Director of Prosecutions in 1988 before joining the National

Crime Authority in 1992. She stayed on with the Australian Crime Commission when it was established in 2003, and from 2009 headed the agency's operations in Queensland until she joined the CMC. In 1999, Ms Florian was awarded the Geoffrey Bowen Memorial Award, the highest individual award offered by the National Crime Authority.

Mr Warren Strange LLM, LLB, BSc

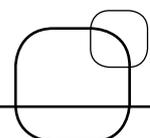
Assistant Commissioner, Misconduct, appointed 14 June 2010

Mr Strange has a Master of Laws and a Bachelor of Science and was admitted as a solicitor in Queensland in 1988. Mr Strange worked in a variety of senior roles within the CMC and its predecessor, the Criminal Justice Commission, between 1992 and 2004. From 2004 to mid 2010, he was the Director, Criminal Law Services at Legal Aid Queensland.

Ms Michelle McKay BHS

Director, Office of the Commission, appointed 31 October 2011

Ms McKay has a Bachelor of Health Science and postgraduate qualifications in health management. She has held executive positions in the public health sector in both Queensland and South Australia, and in these roles managed large, multidisciplinary organisations with significant budget responsibilities. More recently, she has focused on performance management and service planning.



ELG achievements in 2011–12

In 2011–12, the Executive Leadership Group:

- finalised the CMC's submission to the three-year review of the CMC conducted by the Parliamentary Crime and Misconduct Committee
- endorsed and monitored implementation of components of the internal communication strategy
- oversaw the review of our system for managing internal complaints and the related policies and procedures
- developed the CMC's draft 2012–16 strategic plan
- reviewed the CMC's proceeds of crime function, which resulted in additional internal resources being diverted to that function
- monitored the progress of major corporate projects
- strengthened the CMC's capacity to proactively manage both strategic and operational risks through overseeing the redevelopment of the agency's strategic risk management framework.

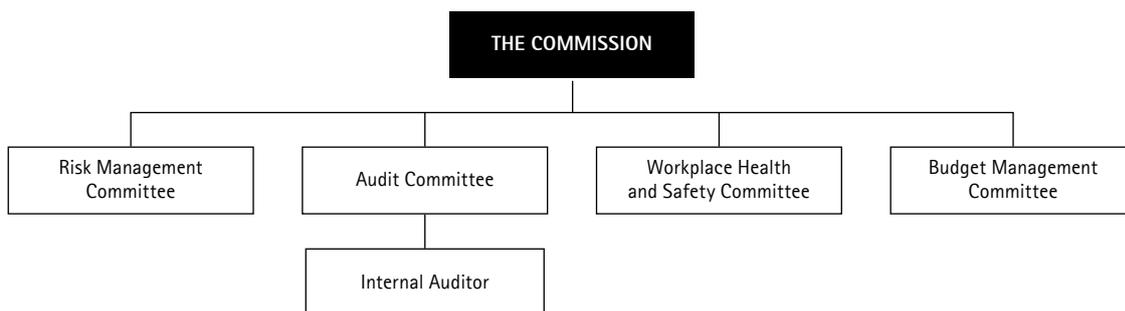
Governance committees of the Commission

How our committees support the Commission

Figure 13 shows the governance committees that support the Commission. Each committee maintains a strategic focus through adherence to its published charter, which defines the roles and responsibilities of the committee and its members. Each committee requires at least one member to be a Commissioner.

These committees address matters of risk falling within their area of responsibility (referring issues to the Risk Management Committee), and support the Commission by ensuring internal transparency and the development of best management practice within the CMC.

Figure 13. Committees supporting the Commission



Risk Management Committee

Role and responsibilities

The Risk Management Committee provides ongoing support and advice to the Commission, and assists in developing and monitoring systems to strengthen risk management performance. (See 'How we manage our risks', page 65.)

The committee meets quarterly.

Membership

The committee comprises seven members, one of whom is an external member appointed by the Commission as an independent Chair. In 2011–12, this role was undertaken by Ms Marita Corbett of Risk Advisory Services. Ms Corbett was paid a retainer of \$1250 per meeting for her services as committee Chair.

2011–12 achievements

This year the Risk Management Committee:

- published our revised strategic risk management framework to further strengthen our approach to risk
- better aligned our service-level risk assessment processes with our strategic planning processes
- reviewed the effectiveness of our computer-based risk incident reporting tool
- promoted risk management awareness across the organisation through a consultative process that included participation in work area meetings and internal staff forums.

Table 9. Membership of the Risk Management Committee

Name	Position	No. of meetings attended/Total held
Ms Marita Corbett	Chair (external)	4/4
Ms Judith Bell	Commissioner	3/4
Mr Chris Keen	Director, Intelligence	2/4
Ms Edith Mendelle	Executive General Manager	3/4
Ms Jan Speirs ¹	General Counsel	0/4
Mr Rob Hutchings ¹	Acting General Counsel	1/4
Ms Michelle McKay (from 31 October 2011)	Director, Office of the Commission	3/4
Ms Karyn Worth	Senior Adviser, Corporate Governance	4/4
Mr Brendan Clarke	Internal Auditor (standing invitation)	4/4

¹ Mr Hutchings replaced Ms Speirs as a member of the committee on 15 July 2011.

Audit Committee

Role and responsibilities

The Audit Committee assists the Commission in its governance by ensuring that it exercises due diligence, care and skill in such areas as:

- financial management and reporting
- risk management
- external and internal audit functions
- internal controls over the various functions performed by the CMC.

The committee helped the Commission to fulfil its governance and oversight responsibilities for financial reporting, as prescribed in the *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. The committee operates within and observes the terms of its charter and had due regard to the Queensland Treasury's Audit Committee Guidelines.

The committee assisted the Commission in overseeing the audit process as well as the committee's processes for monitoring compliance with law and regulations. Further, as necessary, the committee advised on the CMC's Code of Conduct and policies, procedures and guidelines. The committee also monitored the internal and external auditors' activities for efficiency and effectiveness (see pages 65 and 69 respectively).

In 2011–12, the Audit Committee met on a quarterly basis. At the end of the year it conducted a self-assessment of its performance and met with the external and internal auditors separately, without managers present, to identify any significant concerns.

The committee also liaised effectively with the Queensland Audit Office to ensure that all audit findings and recommendations made by the Queensland Audit Office were promptly followed up and implemented.

Membership

To ensure the committee's independence, its five-person membership includes a CMC Commissioner and two external members, one of whom is the Chair. The CMC Chairperson and the Executive General Manager are ex officio members and they attend meetings as necessary to brief the committee on forthcoming issues and any possible risks to the organisation.

Queensland Audit Office representatives, the Director of the Office of the Commission and the Internal Auditor have standing invitations to attend committee meetings.

The external members, Mr Scanlan and Mr Dowling, were paid \$5000 and \$8000 per annum respectively for their services. Mr Procopis received his normal remuneration from his employer.

2011–12 achievements

This year the Audit Committee:

- reviewed the *Strategic Audit Plan 2011–16* and the *Annual Internal Audit Plan 2012–13*
- ensured that CMC financial statements complied with Treasury guidelines and appropriate accounting standards
- undertook a benchmarking assessment of the CMC internal audit function against the principles published in the Institute of Internal Auditors Australia *Policy agenda*.
- endorsed the Chief Finance Officer's Statement about the efficient, effective and economical operation of the CMC's internal financial controls in accordance with section 77(2)(b) of the *Financial Accountability Act 2009*
- reviewed the CMC Risk Management Committee's progress in dealing with significant risk issues
- revised the Audit Committee Charter, the Internal Audit Charter and our Internal Audit Policy and Procedures
- reviewed internal audit reports and oversaw the implementation of recommendations.

Table 10. Membership of the Audit Committee

Name	Position	No. of meetings attended/Total held
Mr Philip Procopis ¹	Chair (external)	4/4
Mr Peter Dowling ¹	Chair (external)	2/4
Mr Len Scanlan ²	External member	4/4
Mr Philip Nase	Commissioner	3/4
Mr David Goody	Manager, Proceeds of Crime	4/4
Mr David Honeyman	Principal Adviser, Misconduct Prevention	1/4

¹ Mr Procopis resigned from the committee on 13 February 2012. Mr Dowling was appointed as Chair on 11 May 2012.

² Mr Scanlan resigned as a member of the committee on 23 April 2012.

Budget Management Committee

Role and responsibilities

The Budget Management Committee assists the Commission in its financial management responsibilities and reviews its financial and budget process. Although it provides independent advice to the Commission through its reporting structure, it does not replace existing lines of authority or reporting.

Membership

The Budget Management Committee's membership is shown in Table 11.

2011–12 achievements

This year the Budget Management Committee:

- guided system enhancements to better capture budget information and generate improved reports
- introduced monthly budget forecasting to better analyse and investigate material financial variances
- assessed new budget initiatives against our strategic priorities
- monitored expenditure against budget during the year, reviewing significant financial transactions and recommending corrective action where necessary
- trialled activity-based costing to assist with business improvement processes and performance reporting.

Table 11. Membership of the Budget Management Committee

Name	Position
Mr Martin Moynihan AO QC ¹	Chair
Mr Ross Martin SC ¹	Chair
Mr Philip Nase	Commissioner
Mr John Callanan ²	Assistant Commissioner, Crime
Ms Kathleen Florian ²	Assistant Commissioner, Crime
Mr Warren Strange	Assistant Commissioner, Misconduct
Mr Peter Barron	Director, Witness Protection and Operations Support
Ms Edith Mendelle	Executive General Manager
Ms Radhika Munien	Finance Manager (Secretary)

1 Mr Moynihan resigned from the committee on 18 November 2011. Mr Martin replaced the previous Chairperson on 5 March 2012.
 2 Mr Callanan retired on 21 November 2011. Ms Florian replaced Mr Callanan on 9 January 2012.

Workplace Health and Safety Committee

Role and responsibilities

The Workplace Health and Safety Committee was established to meet legislative requirements and to provide a focal point for employee participation in the CMC's safety program. The committee monitors conditions to ensure that employees' health is being safeguarded. It also promotes a cooperative approach between staff and management and aims to provide management with information and advice about relevant workplace health and safety matters.

Membership

The committee includes both managers and employee representatives. Several core representatives are longstanding employees; others have been recruited in more recent years and bring new perspectives to their responsibilities.

2011–12 achievements

This year the Workplace Health and Safety Committee:

- maintained a free influenza vaccination program for employees, resulting in vaccinations being provided to 192 staff
- maintained specialist support services for staff engaged in covert activities that carry significant risk
- continued and monitored our Employee Assistance Program, which is available to all employees
- assisted in the audit of our compliance with the newly introduced *Work Health and Safety Act 2011* and overviewed required changes to practice and documentation
- ensured that all electrical equipment was checked and tagged in accordance with the requirements of the *Work Health and Safety Act 2011* and the *Electrical Safety Act 2002*.

Table 12. Membership of the Workplace Health and Safety Committee

Name	Position
Ms Edith Mendelle	Executive General Manager (Chair)
Ms Judith Bell	Commissioner
Ms Julie Berry	Workplace Health and Safety Adviser and Rehabilitation Coordinator, Human Resources
Mr Peter Delaney	Security Supervisor
Ms Jodie Boland	Executive Officer, Applied Research and Evaluation
Mr Lincoln Hansen	Senior Financial Investigator, Misconduct Operations
Ms Sarah Kane	Administrative Officer, External Premises
Ms Sally Doyle	Fleet and Assets Officer, Facilities and Procurement
Ms Beulah Davies	Intelligence Analyst, Misconduct Operations
Mr Jeffrey Farrah	Senior Legal Officer, Integrity Services
Ms Sue Harbidge	Principal Legal Officer, Misconduct Operations

Name	Position
Mr Chris Keen	Director, Intelligence ¹
Mr Lance Vercoe	Operations Coordinator, Crime ¹
Mr Chris Lee	Indigenous Adviser, Office of the Assistant Commissioner, Misconduct ¹
Mr Robbie Crease	Intelligence Analyst, Crime ¹
Ms Sandra Hill	Support Officer, Integrity Services ¹
Ms Melissa Letondeur	Executive Assistant, Misconduct Operations ¹
Ms Makeeta McIntyre	Senior lawyer, Misconduct Operations ¹
Mr Norm Hung	Administration Manager, External Premises ¹
Mr Chris Melvin	Procurement Officer, Facilities and Procurement ²
Ms Karyn Worth	Senior Adviser, Corporate Governance ²
Mr Chris Novobranec	Intelligence Support Officer ²

¹ Elected member from 1 April 2012.

² Ceased membership 31 March 2012.

Our internal accountability

How we manage our risks

The CMC is committed to fostering a culture of risk management throughout the organisation. We therefore revised the strategic risk management framework in 2011–12 to better align our risk management and planning processes and to increase staff awareness about reporting risk matters. This involved producing new guidance material, new risk management plan templates and a risk ratings matrix. Our risk incident reporting tool also enables staff to report any immediate or emergent risks. These risks are monitored quarterly by the Risk Management Committee (see page 61).

The CMC's framework applies the principles of *AS/NZS ISO: 31000:2009 Risk Management – Principles and Guidelines* and Queensland Treasury's *Guide to Risk Management*.

This framework is maintained in accordance with the *Financial Accountability Act 2009*, and includes financial, operational, public perception, safety, political and legal aspects.

Our CMC Operational Risk Register and the Strategic Risk Register are both endorsed by the Risk Management Committee, with the Strategic Risk Register requiring Commission approval. A formal review and annual update of these risk registers occurs in conjunction with the CMC's corporate planning process (see page 53).

Our business continuity program

The CMC continues to build organisational resilience by developing good governance in the areas of disaster recovery, training, reporting and, in particular, testing. Our business continuity awareness program includes staff induction, and a business continuity handbook and information are available on the intranet. Annual testing of the CMC business continuity plan ensures that we are equipped and ready to respond to any significant disruptions to business.

Our internal audit function

Internal audit is an integral part of the CMC's governance framework. The Commission recognises that, by providing assurance on the effectiveness of the CMC's internal control environment and by identifying opportunities for performance improvement, internal audit can make a valuable contribution to achieving the CMC's corporate objectives.

The CMC's Internal Auditor has an administrative relationship with the Director, Office of the Commission, but retains an independent and direct relationship to the Chairperson and the Audit Committee.

The Internal Auditor operates under its own charter to ensure that our procedures, controls and practices are consistent with audit standards and the code of ethics prescribed by the Institute of Internal Auditors *International Professional Practices Framework*. The Internal Auditor also has due regard to Queensland Treasury's Audit Committee Guidelines.

All audits are risk-based, comprising financial compliance audits, performance audits and information technology computing audits, to ensure that areas of highest risk are addressed in the Annual Internal Audit Plans.

These plans, which are prepared by the Internal Auditor, address the CMC's strategic objectives on matters of high risk in Crime, Witness Protection, Misconduct and corporate support. They were endorsed by the Executive Leadership Group and the Audit Committee and approved by the Commission.

Audits completed in the 2011–12 financial year were:

- covert operations for witness protection and operations support
- correspondence control
- accounts payable, procurement and finance-related operations
- business continuity
- misconduct operations
- crime prevention
- information technology corporate support systems
- electronic/digital records
- fraud and corruption control.

Office of General Counsel

The General Counsel, who reports directly to the Chairperson, provides the Chairperson and Commissioners with independent legal advice and support on any matter bearing on the responsibilities of the CMC. The related Legal Services Unit provides services relating to:

- all litigation involving the CMC, including crime or misconduct investigations where it is necessary to make an application to a court
- responding to requests for access to CMC material under subpoenas, summonses or section 62 of the *Crime and Misconduct Act 2001*, or as part of the litigation process
- appearing on behalf of the Commission in the Queensland Civil and Administrative Tribunal in relation to police misconduct reviews and appeals
- providing independent legal advice to the Commission and briefing external counsel if required
- helping the CMC meet its obligations to external and Commonwealth agencies overseeing our telecommunications interception function.

How we encourage ethical behaviour

Code of Conduct

The CMC's Code of Conduct provides guidance to Commissioners and staff on appropriate behaviour. CMC Commissioners and all employees are expected to uphold the ethical principles and values outlined in the Code of Conduct. The current code is based on the following principles as outlined in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

In 2011–12, Code of Conduct training was made available to any staff member if, for any reason, they had not received such training. This training is normally part of the corporate induction process and is also available on the CMC intranet.

A series of information sessions on appropriate workplace behaviour were also presented in the past year. A review of each employee's workplace behaviour is a mandatory component of our Achievement and Capability Planning processes (see page 49 for more information).

Fraud prevention

The CMC's Fraud and Corruption Prevention and Control Policy (the plan) is published on our website, www.cmc.qld.gov.au/fraudpreventionpolicy.

Under section 61 of the *Financial Accountability Act 2009*, the CMC must establish and maintain appropriate systems of internal controls and risk management. The CMC has adopted the requirements of the *Commonwealth Fraud Control Guidelines 2011*, its own *Fraud and corruption control: guidelines for best practice 2005* and relevant features of the revised Australian Standard *Fraud and Corruption Control AS 8001 – 2008*.

The plan includes measures to prevent, detect and respond to fraud and corruption, and provides guidance and direction to CMC staff and stakeholders on implementing those processes.

Policies

The CMC has a comprehensive suite of policies that set organisational standards and provide guidance on undertaking corporate activities. Policies and procedures are available to all staff on the intranet.

In accordance with section 21 of the *Right to Information Act 2009*, many of our policies are published on our website, www.cmc.qld.gov.au/policies.

Our external accountability

The Parliamentary Crime and Misconduct Committee (PCMC)

The PCMC is a seven-member all-party committee of the Legislative Assembly of Queensland. The PCMC has the following principal functions:

- monitor and review how the CMC performs its functions
- receive and consider complaints against the CMC and deal with issues concerning the CMC
- request reports on matters that have come to the PCMC's attention through the media or by other means
- consult with the Minister on the appointment of CMC Commissioners.

The Commission formally meets with the PCMC on a regular basis (about every two months) to discuss current activities and performance.

Members of the PCMC

The members of the PCMC up to 17 April 2012 were:

- Dr Alex Douglas MP, Chair, Member for Gaven
- Ms Grace Grace MP, Member for Brisbane Central
- Mr Vaughan Johnson MP, Member for Gregory (from 5 August 2011)
- Mr Evan Moorhead MP, Member for Waterford
- Mr Andrew Powell MP, Member for Glasshouse (to 4 August 2011)
- Mr Mark Ryan MP, Member for Morayfield
- Mr Peter Wellington MP, Member for Nicklin
- Mr Steve Wettenhall MP, Member for Barron River.

On 18 April 2012, an interim committee was announced, to account for members not re-elected in the state election on 24 March 2012. This committee comprised (until 16 May 2012):

- Dr Alex Douglas MP, Chair, Member for Gaven
- Mr Vaughan Johnson MP, Member for Gregory
- Mrs Jo-Ann Miller MP, Member for Bundamba
- Mr Tim Mulherin, MP, Member for Mackay
- Ms Anastacia Palaszczuk MP, Member for Inala
- Mrs Desley Scott MP, Member for Woodridge
- Mr Peter Wellington MP, Member for Nicklin.

On 17 May 2012, the Queensland Parliament appointed the following committee:

- Mr Ian Berry MP, Member for Ipswich
- Mrs Liz Cunningham MP (Chair), Member for Gladstone
- Dr Alex Douglas MP, Member for Gaven
- Mr Ian Kaye MP, Member for Greenslopes
- Mrs Jo-Ann Miller MP, Member for Bundamba
- Ms Jackie Trad MP, Member for South Brisbane
- Mr Peter Wellington MP, Member for Nicklin.

Activities of the PCMC

On 20 May 2011, the PCMC advised the CMC of its intention to undertake a review of its activities. The committee is required to undertake such a review at a time near the end of three years from the appointment of the committee's members, as prescribed by the *Crime and Misconduct Act 2007*. The PCMC invited the public to make submissions by 15 July 2011 and public hearings were held on 3 and 4 November 2011.

The report of the review was tabled on 10 May 2012 and is available at www.parliament.qld.gov.au. At the time of reporting, the government was yet to provide its response.

The Parliamentary Crime and Misconduct Commissioner

The Parliamentary Crime and Misconduct Commissioner (Parliamentary Commissioner) assists the PCMC in monitoring and reviewing the CMC by undertaking a range of important activities on the committee's behalf and reporting back to it. For example, the Commissioner may conduct audits of the CMC's records and files and is authorised to investigate complaints against the CMC or its officers.

In May 2011, the Parliamentary Commissioner, Mr Gary Long SC, originally appointed on 10 January 2010, vacated his post when he was appointed a judge of the District Court of Queensland. Mr Mitchell Kunde was then appointed as acting Parliamentary Commissioner from 18 May to 21 August 2011. On 22 August 2011, after Mr Kunde's acting period, Mr Paul Favell took up his appointment as Parliamentary Commissioner.

In 2011–12, the Parliamentary Commissioner:

- 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
- inspected the telecommunications interception records
- oversaw investigations into allegations against several CMC staff
- inspected the covert human intelligence sources register.

All issues raised by the audits and inspections undertaken have been recorded. Action was taken when suggestions were made to achieve best practice, remove ambiguity or reduce the potential for error.

Relationship with the Minister

The *Crime and Misconduct Act 2001* requires that:

- the Minister is kept reasonably informed of the CMC's operations, including its financial and operational performance, systems and processes, and the achievement of its goals
- the CMC must provide the Minister with the reports and information that the Minister requires when and in the way required by the Minister (section 260(2)).

To fulfil the requirement of sections 259 and 260 of the Act, the CMC provides budgetary information to the Department of Justice and Attorney-General (DJAG) according to the prescribed DJAG schedule. It also provides a half-yearly report (the Section 260 Report) to the Minister as well as all other information required to fulfil its external accountability requirements. Currently, these six-monthly reports on the efficiency, effectiveness, economy and timeliness of the CMC's systems and processes apply to the periods ending 30 June and 31 December. Additionally, the Minister can request, in writing, that the Chairperson convene a Commission meeting (which must have a quorum).

Public Interest Monitor

The Public Interest Monitor must ensure that the CMC complies with the *Crime and Misconduct Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009* (Qld).

Supreme Court

The Supreme Court plays a role in the use of our coercive powers, the review of our decisions and contempt of court matters in relation to CMC hearings.

Crime Reference Committee

The Crime Reference Committee is responsible for referring crime matters – general or specific – to the CMC. It can also place a limitation on the power exercised by our Crime area in regard to any referral (for more detail, see page 11).

Controlled Operations Committee

The Controlled Operations Committee was established under the *Police Powers and Responsibilities Act 2000* 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 may involve authorised police officers and others engaging in activities that may be unlawful – for example, buying illicit drugs from an investigation target.)

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

For more information on our powers and how they are monitored, see our website www.cmc.qld.gov.au/ourpowers.

External audit

The CMC is audited by the Queensland Audit Office in accordance with the *Financial Accountability Act 2009* and other applicable statutes. As in previous years, in 2011–12 we received an unqualified audit report.

Other reporting obligations

Evidence Act 1977

Section 21KG(1) of the *Evidence Act 1977* requires the CMC to include in its annual report information about witness identity protection certificates given by the Chairperson of the CMC and the Commissioner of Police. No certificates were given this year by the Chairperson or the Commissioner.

Telecommunications (Interception and Access) Act 1979 (Cwlth)

The CMC is required to report annually to the Commonwealth Attorney-General on the use of its telecommunications interception powers. The information supplied is included in the Commonwealth Attorney-General's *Telecommunications (Interception and Access) Act 1979 – Annual Report*, which is tabled in the Commonwealth Parliament.