

# A high-performing organisation that communicates effectively

## Achievements

- Established a Human Research Ethics framework to ensure that all research involving human subjects meets the highest ethical and quality standards (see page 49).
- Concluded the Strategy, Structure and Resource Allocation project to better align structure and resources with strategic priorities (see page 61).
- Implemented Commission-wide initiatives from the Indigenous Engagement Strategy action plan (see page 42).
- Finalised the CMC Data Management Review project.
- Completed an internal audit of project management practices across the CMC.
- Implemented a program to review corporate policies and delegations, and the internal management of records and information (see pages 47–8).

Human Research Ethics framework established

New staff resourcing model adopted

Internal review of information and records management commenced

## Challenges

- Maintaining organisational flexibility during a time of structural and legislative change.
- Effectively managing high-risk projects and issues.

## Performance summary

This year the CMC improved corporate performance in several areas. A Human Research Ethics framework was established to guide the design and conduct of research projects involving human subjects.

An internal audit of project management practices across the organisation found that appropriate project management methodologies were adopted for significant projects. Further work is being undertaken to strengthen our management of large-scale projects and to ensure that project managers appropriately record and communicate decisions. In response to the PCMC Inquiry (Report No. 90), the CMC has developed project management guidelines based on the Queensland Government Project Management Methodology.

The Data Management Review project was completed, resulting in the adoption of initiatives to improve the management of performance information across the CMC.

The CMC Indigenous Engagement Strategy was released during NAIDOC Week in July 2012. Its accompanying action plan, setting out specific targets, was implemented throughout the year (see the box on page 42).

The final phase of the Strategy, Structure and Resource Allocation project was completed in 2012–13. A new resourcing model was adopted to align resources with the labour budget.

Despite these achievements, the CMC acknowledges the failure on its part to appropriately manage the historical Fitzgerald Inquiry records. To advance immediate improvements in this area, the CMC reviewed its records management system and commenced targeted training on matters of risk and compliance to staff across the CMC. (See pages 47–8.)

## Sharing information with our stakeholders

The work of the CMC attracts considerable interest from the government, media, law enforcement and integrity agencies, as well as the broader Queensland community. Our website provides information on the work that we do, and this year saw continued growth in the number of website visitors and subscribers. In 2012–13, information on our crime enforcement activities and convictions was enhanced, and we continued to focus on delivering timely and accurate content.

Following extensive redevelopment work in 2011–12, this year the CMC continued to use the intranet to communicate significant news and corporate information to employees across the organisation. The intranet is maintained by trained contributors and provides up-to-date information on current activities, outcomes of executive meetings, and changes to internal policies and procedures.

**Table 6.** Website statistics

	2011–12	2012–13
Visits	117 104	118 114
Unique visitors	75 380	77 353
Subscriptions	302	824

## Indigenous engagement

Strengthening our relationship with Aboriginal and Torres Strait Islander people, organisations and communities is fundamental to the CMC's work. This is reflected in the CMC's *2012–16 Strategic Plan* and in July 2012 the CMC released the Indigenous Engagement Strategy. Accompanying the strategy was an action plan which set out specific targets to be met in 2012–13.

Some of the activities completed throughout the year include:

- development of formal protocols for use at official CMC functions
- devising and implementing a communication strategy around the dissemination of the report on Indigenous people in policing roles (Action 47 report), producing an abbreviated version of the report and visiting Palm Island.
- development of an in-house training program for operational staff in relation to working with Indigenous stakeholders.

Looking forward, the CMC is committed to continuing to engage with Indigenous communities and identify strategies to improve complaints and investigation processes as a consequence of the recommendations of the two external reviews (the PCMC Inquiry and the Independent Advisory Panel review of the Crime and Misconduct Act).

## Looking forward

In 2013–14 we will:

- Respond to recommendations from the PCMC Inquiry (Report No. 90) and the review of the Crime and Misconduct Act.
- Improve our capacity to manage records and corporate information.