

Our performance against the 2012–16 Strategic Plan

The objectives, strategies and indicators of performance are drawn from the *Crime and Misconduct Commission 2012–16 Strategic Plan*. Some outcomes relate to service standards published in the State Budget *Service Delivery Statements (SDS)*.

Objective	Desired performance result	Outcome		Notes
Reduced impact of major crime in Queensland	Targeted major crime in Queensland is disrupted and/or prevented	100% of targeted criminal entities were disrupted as a result of CMC crime investigations	▲	
		37 tactical operations were undertaken	▲	
		100% of coercive hearings added value to major crime investigations	▲	
	Our partners are demonstrably engaged in all we do	Delivered a significant report on emerging internet technology-enabled crime to law enforcement agencies	▲	
		Contributed to 10 law enforcement and policy forums	▲	
	Our proceeds of crime function helps disrupt and prevent criminal activity	Net value of criminal proceeds restrained was \$17.1m	■	
		Net value of assets forfeited was \$16.98m	▲	1
		Recurrent funding source identified to support increased proceeds of crime capacity	■	2
		Finalised 28 civil confiscation matters	▼	3
	pages 8–20		Obtained 48 criminal proceeds restraining orders	▼
A trustworthy public sector	Agencies responsibly manage their own effective integrity systems	100% of agencies were rated as managing their integrity systems to a satisfactory or better standard	▲	
	Serious misconduct and systemic issues are exposed in a timely manner through our own investigations	Retained 47 serious matters for CMC investigation	■	
		78% of investigated matters finalised within 12 months	■	
		A median of 13 days taken to finalise a review matter	▲	
	Our recommendations for action and reform are accepted	Commenced 16 cooperative investigations	▼	5
95% of recommendations to agencies accepted		▲		
pages 21–36		Completed a risk assessment of the local government sector and implemented recommendations to manage identified risks	■	6
An effective witness protection service	Safety of protected witnesses is maintained	Maintained 100% safety of protected witnesses	▲	
		42 persons admitted to the witness protection program	■	7
	Best practice services are provided	100% of eligible persons offered interim witness protection within two days	▲	
100% of protected persons met court commitments		▲		
pages 37–40				

▲ **On track:** Target achieved or exceeded.

■ **Slight variance:** Target not achieved. Up to 10 per cent below target (for numerical measures). A variance is also noted in instances where performance information is not available in the 2012–13 reporting period.

▼ **Significant variance:** Target not achieved. Greater than 10 per cent below target (for numerical measures).

Objective	Desired performance result	Outcome		Notes
A high-performing organisation that communicates effectively	Public confidence in our organisation is strengthened	While public reports from the PCMC Inquiry and the review of the Crime and Misconduct Act contained criticism of the CMC, the impact of these criticisms has not yet been measured	■	8
	Culturally appropriate services are delivered to Indigenous people	Activities of CMC Indigenous Engagement Action Plan implemented	■	9
	Our public policy recommendations are accepted by government	Thirteen recommendations for reform submitted for government consideration	■	10
	We have the capacity to respond to changes in our operating environment at short notice	Provided responses to the Independent Advisory Panel reviewing the Crime and Misconduct Act while continuing to meet operational demands	▲	
		Initiated a major review of policies, delegations and records management systems in response to a Parliamentary Inquiry	▲	
		High-risk projects reported to and monitored by the Commission	▲	
	We exhibit best practice ethical decision making	Implemented a new Human Research Ethics framework	▲	
Cultural awareness workshops and mandatory training on the CMC Code of Conduct provided to staff		▲	11	
Result-oriented interactions between work units demonstrate a collegial work environment	Commission-wide data management review project completed	▲		
	Intranet content continuously reviewed	▲		
	Project management practices across the organisation audited	▲		

pages 41–63

1. A forfeiture order obtained in the Morehu-Barlow matter is valued at \$11.880m.
2. Limited progress was made in 2012–13 with the allocation of internal funding for two permanent financial investigator positions.
3. In 2012–13 there was a 27% reduction in referrals compared with 2011–12. Twenty-eight civil confiscation matters were finalised during the year against a target of 40.
4. During the year a smaller than anticipated number of matters were resolved due to resource-intensive trials or protracted settlement negotiations. Forty-eight restraining orders were obtained against a target of 75.
5. There was a reduction in joint agency investigations commenced in 2012–13; 16 were commenced against a target of 20. This was caused by a decision to only enter into cooperative investigations where the CMC would be the lead agency, which was aimed at improving the timeliness and outcomes of cooperative investigations.
6. In 2012–13 the risk assessment of the local government sector was completed. We addressed recommendations that focused specifically on the analysis of complaints data and how best to use our existing database to identify areas of highest risk. Due to the outcomes of external reviews (including uncertainty over the continuation of the CMC's broader prevention role) other recommendations were not progressed.
7. The witness protection program is a voluntary program whereby persons offered admission can accept or reject any offer of protection. Forty-two persons were admitted into the witness protection program this year against a target of 50.
8. The CMC's planned public attitudes survey was deferred, but government representatives, including the Premier, have made public announcements confirming the need for a strong and effective CMC.
9. Activities in the action plan listed for completion in 2012–13 have been completed, apart from those impacted upon by budgetary or external review constraints. Some activities are longer term in nature and will be reviewed annually.
10. In 2012–13, two reports with a total of 13 recommendations were tabled in Parliament: *Indigenous people in policing roles: a follow-up review to the Restoring order report* (September 2012); *Multiple and prolonged Taser deployments* (June 2013). The government is yet to respond to the recommendations made in these reports (see pages 30–31).
11. In 2013–14, the continued implementation of PCMC Inquiry recommendations, including targeted staff training, will further improve our governance and decision-making practices.