

# Crime and Misconduct Commission 2012–16 Strategic Plan

## Our vision

That the CMC make a unique contribution to protecting Queenslanders from crime and to promoting a trustworthy public sector

## Our purpose

To combat major crime and promote public sector integrity

## What we value

- ▶ Integrity
- ▶ Accountability
- ▶ Respect
- ▶ Excellence and innovation
- ▶ Collaboration

CRIME AND  
MISCONDUCT  
COMMISSION



QUEENSLAND

The Crime and Misconduct Commission (CMC) operates under the provisions of the *Crime and Misconduct Act 2001*. This Act provides the CMC with a unique mandate and special powers to combat major crime and to advance the integrity of the public sector. In performing our functions we are required to act independently in pursuit of the public interest.

In meeting our obligations we:

- ▶ combat major crime by exercising special powers and recovering the proceeds of crime
- ▶ provide witness protection services
- ▶ assist agencies to effectively prevent misconduct and manage their integrity systems
- ▶ investigate allegations of serious misconduct
- ▶ provide analysis and direction on policy issues within our jurisdiction, including advice to government, the Queensland Police Service, government agencies and authorities with which we collaborate.

The CMC's activities contribute to keeping our children safe; our institutions, politicians and public officials ethical and accountable; our police honest; and our communities as free as possible from crime and corruption in accordance with the Government's statement of objectives for the community.

Our specific performance targets, progress, achievements and the degree to which we have met the commitments outlined in this plan will be included in our Annual Report.

## Our priorities in 2012–13

In addition to our prime responsibilities to combat major crime and promote public sector integrity, we have identified the following priorities for 2012–13:

- ▶ Increase the capacity and outcomes of our proceeds of crime function.
- ▶ Work with partners to develop law enforcement and policy responses to emerging internet technology enabled major crime.
- ▶ Change our processes, including workforce models, as a result of the Independent Review of the Police Complaints, Discipline and Misconduct System.
- ▶ Enhance our engagement with Indigenous communities, organisations and people.
- ▶ Improve our capacity to effectively manage high-risk projects and issues.
- ▶ Assess the misconduct risks in local government and prioritise and amend our initiatives and responses accordingly.

## Our challenges

- ▶ Effectively collaborating with the community and our stakeholders to foster strong public confidence in our operations
- ▶ Ensuring strong leadership and management to embed continuous organisational improvement
- ▶ Further improving communications that educate, invite interaction and promote awareness
- ▶ Attracting and retaining a specialist workforce in a competitive labour market
- ▶ Continuing to improve our impact through timely service delivery

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Objective	Strategies	Results
The outcome we want	What we will do to achieve it	How we will assess our achievement
<p><b>Reduced impact of major crime in Queensland</b></p>	<ul style="list-style-type: none"> <li>▶ Conduct multidisciplinary operations into major crime of high threat to Queensland.</li> <li>▶ Use our special hearings power to add value to major crime investigations.</li> <li>▶ Use our specialist research and intelligence functions to inform major crime priorities and prevention activities.</li> <li>▶ Collaborate effectively with all our partners.</li> <li>▶ Deliver an effective and appropriate civil proceeds of crime scheme for Queensland.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Targeted major crime in Queensland is disrupted and/or prevented.</li> <li>▶ Our partners are demonstrably engaged in all we do.</li> <li>▶ Our proceeds of crime function helps disrupt and prevent criminal activity.</li> </ul>
<p><b>A trustworthy public sector</b></p>	<ul style="list-style-type: none"> <li>▶ Work proactively with agencies to implement and maintain effective integrity systems.</li> <li>▶ Oversight the public sector's management of misconduct and the investigation of police-related deaths.</li> <li>▶ Investigate the most serious official misconduct.</li> <li>▶ Use our specialist research, prevention and intelligence capability to support our integrity functions.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Agencies responsibly manage their own effective integrity systems.</li> <li>▶ Serious misconduct and systemic issues are exposed in a timely manner through our own investigations.</li> <li>▶ Our recommendations for action and reform are accepted.</li> </ul>
<p><b>An effective witness protection service</b></p>	<ul style="list-style-type: none"> <li>▶ Provide quality, timely and effective support to protected witnesses.</li> <li>▶ Provide court security.</li> <li>▶ Continue development of witness protection tactics, processes and systems.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Safety of protected witnesses is maintained.</li> <li>▶ Best practice services are provided.</li> </ul>
<p><b>A high-performing organisation that communicates effectively</b></p>	<ul style="list-style-type: none"> <li>▶ Engage capable staff to deliver culturally appropriate and continuously improving services that are ethical, efficient and effective, in particular:                             <ul style="list-style-type: none"> <li>▶ produce quality reports to inform relevant public debate, law making and policy development</li> <li>▶ leverage web-based technologies to engage, consult and share information with stakeholders and the community</li> <li>▶ strengthen our capability to deliver high-risk projects on time</li> <li>▶ improve the collection, sharing and reporting of corporate information.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▶ Public confidence in our organisation is strengthened.</li> <li>▶ Culturally appropriate services are delivered to Indigenous people.</li> <li>▶ Our public policy recommendations are accepted by government.</li> <li>▶ We have the capacity to respond to changes in our operating environment at short notice.</li> <li>▶ We exhibit best practice ethical decision-making.</li> <li>▶ Result-oriented interactions between work units demonstrate a collegial work environment.</li> </ul>