

STRATEGIC PLAN 2010-14

Our Vision

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

Our Purpose

To combat crime and promote public sector integrity.

Our Values

- ◆ Integrity
- ◆ Accountability
- ◆ Respect
- ◆ Excellence and innovation



Chairperson's message

This plan represents a significant revision of the Crime and Misconduct Commission's (CMC) much fuller strategic plan of 2009-13 prepared after a major review of its direction.

It outlines how the CMC will continue to contribute to the Queensland Government's ambition of Fair — Supporting safe and caring communities, as detailed in *Towards Q2 — Tomorrow's Queensland, 2008*.

In the medium term, the Commission has chosen two key areas as the focus of its attention — first, the further development of our telecommunications interception capabilities and, second, our work in ensuring that public sector agencies responsibly manage the integrity of their agencies.

In our ongoing business we will continue to:

- ◆ fight major crime by exercising our special powers and recovering the proceeds of crime
- ◆ provide a witness protection service
- ◆ investigate serious misconduct and assist agencies to enhance their complaints management
- ◆ contribute to debate and policy on issues within our jurisdiction.

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

Martin Moynihan AO QC
Chairperson

Our Key Risks and Challenges

In the medium term particular attention is being paid to:

- ◆ fostering effective and appropriate frontline police practice
- ◆ attracting and retaining appropriately skilled personnel
- ◆ maintaining organisational credibility through proper and timely performance
- ◆ developing effective internet communication
- ◆ managing the effects of changing technology.

Our corporate risks, monitored throughout the year, are reviewed annually as part of our risk management processes.

COMMISSION PRIORITIES 2010-13

Our Priorities

➔ Our Strategies

➔ Indicators of our impact*

July 2010 – June 2013

- ◆ To ensure that public sector agencies responsibly manage improved integrity systems in their agencies

- By
- ◆ Finalising the implementation of improved complaints management and integrity systems within agencies
 - ◆ Building the capacity of the CMC to support, monitor and report on agency complaints management and integrity systems

- ◆ All core public sector agencies and other significant agencies have:
 - implemented CMC agreed complaints management and integrity systems
 - ratings of at least 'competent' when measured against the CMC's Integrity Index

July 2010 – June 2011

- ◆ To enhance our telecommunications interception capability

- By
- ◆ Complying with state and Commonwealth statutory requirements
 - ◆ Enhancing our range of electronic interceptions

- ◆ External audits rate our statutory compliance at least 'satisfactory'
- ◆ Investigations are advanced by:
 - the types of interceptions required
 - the number of interceptions required

* The full range of specific targets is identified in the CMC's *Service Delivery Statement 2010-11* and our operational plans 2010-11.

STRATEGIC PLAN 2010-14

Our core business, areas of emphasis and performance indicators

Government Ambition	Our Objectives	Our Strategies	Indicators of our impact*	
Fair — Supporting safe and caring communities	Prevent and combat major crime	By <ul style="list-style-type: none"> Conducting multidisciplinary operations into serious and organised crime Utilising specialists in research, prevention, intelligence and other areas Acquiring evidence through the use of our special hearings powers Confiscating the proceeds of crime through civil procedures 	<ul style="list-style-type: none"> Effectiveness of the CMC contribution to Queensland's overall law enforcement effort: <ul style="list-style-type: none"> number of operations undertaken number of research, prevention and intelligence projects undertaken % of operations resulting in charges, restraints and seizures Extent to which the CMC's proceeds of crime capability disrupts organised crime networks: <ul style="list-style-type: none"> number of restraining orders obtained net value of proceeds restrained net value of assets forfeited 	
		Area of emphasis 2010-11		<ul style="list-style-type: none"> Completed report on the effectiveness of our proceeds of crime capacity
	Promote a trustworthy public sector	By <ul style="list-style-type: none"> Developing and maintaining effective integrity systems for enhanced responsibility and accountability across the public sector Building the capacity of public sector agencies to prevent and deal with misconduct Utilising specialists in research, prevention, intelligence and other areas Investigating the most serious official misconduct 	<ul style="list-style-type: none"> Enhanced public sector integrity through complaints management investigations, prevention and other capacity building: <ul style="list-style-type: none"> number of agencies endorsed to self-determine appropriate complaints management methods under the updated integrity system % of monitored matters dealt with satisfactorily or better by agencies number of research, intelligence, capacity building, prevention and monitoring projects undertaken % of reviewed matters finalised within four weeks number of serious matters retained for CMC investigation 	
		Areas of emphasis 2010-11	By <ul style="list-style-type: none"> Ensuring electronic systems support complaints management and integrity systems Investigating and assessing the emerging risks in local government Investigating and exploring responses to serious police misconduct (e.g. Operation Tesco) 	<ul style="list-style-type: none"> Scoping of electronic complaints systems completed Strategies to address identified risks in local government developed Operation Tesco report published
	Provide an effective witness protection service	By <ul style="list-style-type: none"> Providing quality, timely and cost-effective support to protected witnesses Maintaining working arrangements with other jurisdictions and support agencies 		<ul style="list-style-type: none"> Protected persons are safe: <ul style="list-style-type: none"> % of persons whose safety is maintained (target 100%) number of threat assessments undertaken (target 120) % eligible persons rapidly offered interim witness protection (target 95% within two days)
	Demonstrate organisational excellence using a skilled, committed workforce	By <ul style="list-style-type: none"> Supporting enhanced productivity Recruiting and retaining skilled and high-performing staff 	<ul style="list-style-type: none"> Increase the percentage of publications produced on time % of performance targets achieved 	
		Area of emphasis 2010-11		<ul style="list-style-type: none"> All advertised vacancies attract suitable applicants Staff turnover (target — less than the public sector average) Increases in: <ul style="list-style-type: none"> visits to the website downloads/web-based activity

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