

Crime and Misconduct Commission 2011–15 Strategic Plan

Our vision

That the CMC make a unique contribution to protecting Queenslanders from crime and 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



Message from the Chairperson

The CMC is an independent specialist agency which undertakes a diverse range of activities to fulfil its unique role. These include:

- ▶ fighting major crime by exercising our special powers and recovering the proceeds of crime
- ▶ providing a witness protection service
- ▶ assisting agencies to effectively manage their integrity systems
- ▶ investigating the most serious allegations of misconduct
- ▶ providing analysis and direction on policy issues within our jurisdiction.

This Strategic Plan embodies the CMC's strong resolution to be forward-looking and progressive in meeting our objectives and delivering our vision.

It also reflects our commitment to continuous improvement and builds upon recommendations arising from a recent review of the CMC's governance framework. In response to this review, the CMC has developed a more robust governance framework to manage our performance and monitor potential risks or challenges that may adversely affect the delivery of our objectives.

The CMC is committed to collaborating and working more effectively for outcomes with its stakeholders, including other government agencies, law enforcement and specialised crime agencies, the media and the community. We recognise that active partnerships with our stakeholders significantly strengthen our ability to make a positive impact within the Queensland community. Similarly, the CMC recognises the critical importance of effective communication and will continue to develop new initiatives to better engage with stakeholders.

Importantly, we are continuing to expand our resources and guidance materials that will help public sector agencies manage their integrity systems responsibly.

The CMC's activities contribute to the Queensland Government's *Toward Q2: Tomorrow's Queensland ambition of Fair – Supporting safe and caring communities*.

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

Martin Moynihan AO QC

Our challenges

- ▶ Effectively collaborating with the community and our stakeholders to foster strong public confidence in the CMC's operations
- ▶ Managing and adapting to changing environments including technology
- ▶ Ensuring strong leadership and management to stimulate continuous organisational improvement
- ▶ Establishing communications which invite interaction and promote awareness and education
- ▶ Effectively contributing to the investigation of police-related deaths
- ▶ Continuing to improve our impact through timely service delivery

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CRIME AND
MISCONDUCT
COMMISSION



QUEENSLAND

Objective	Indicators	Strategies
The result we want	How we will judge our success	What we will do to achieve it
A high-performing organisation that communicates effectively	▶ A continuous improvement culture is embedded in the organisation	▶ Foster innovation in governance and systems processes ▶ Strengthen staff capability to deliver our services ▶ Ensure timeliness in the release of publications and information
	▶ Government acceptance of CMC public policy recommendations	▶ Produce quality reports to inform relevant public debate, law making and policy development
	▶ Enhanced stakeholder and community engagement	▶ Embrace innovative web-based technologies to engage, consult and share information with stakeholders and the community ▶ Build upon internal and external communications ▶ Develop and implement an integrated Indigenous Engagement Strategy
A telling impact on the incidence of major crime in Queensland	▶ Effective CMC contribution to law enforcement in Queensland, as evidenced by: <ul style="list-style-type: none"> – charges, restraints and seizures resulting from operations – coercive hearings adding value to major crime investigations 	▶ Conduct multidisciplinary operations into serious and organised crime and criminal paedophilia ▶ Continue active partnerships with other law enforcement agencies ▶ Acquire evidence through the use of our special hearings power ▶ Use our specialist research and intelligence capacity to support our major crime functions
	▶ Organised crime networks are significantly disrupted by our proceeds of crime capability: <ul style="list-style-type: none"> – restraining orders obtained – proceeds restrained – number of civil confiscation matters finalised – assets forfeited 	▶ Confiscate proceeds of crime through civil procedures
A trustworthy public sector	▶ Agencies responsibly manage their own improved integrity systems	▶ Continue to work with agencies to implement and maintain improved integrity systems within agencies
	▶ Exposure of serious misconduct through our own investigations ▶ Our recommendations for action and reform are accepted	▶ Effectively oversight: <ul style="list-style-type: none"> – the public sector's management of misconduct – the investigation of police-related deaths ▶ Investigate the most serious official misconduct ▶ Use our specialist research, prevention and intelligence capacity to support our integrity functions
An effective witness protection service	▶ Safety of protected witnesses is maintained ▶ Services provided are consistent with best practice	▶ Provide quality, timely and effective support to protected witnesses ▶ Provide court security ▶ Continue our collaboration with other jurisdictions ▶ Continue our development of witness protection processes