

PERFORMANCE MEASURES AND ACCOUNTABILITY OF OVERSIGHT AGENCIES

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The Hon Catherine Cusack MLC
Committee Chair
Committee on the Office of the Ombudsman and Police Integrity Commission
Parliament of NSW
Macquarie St
SYDNEY NSW 2000

Dear Chair

Inquiry into performance and accountability in NSW integrity agencies

I am writing in response to your correspondence of 10 December 2012 regarding your Committee's Inquiry into Performance and Accountability in NSW Integrity Agencies. With regard to the Terms of Reference, I make the following observations.

In relation to a) of the Terms of Reference, the Police Integrity Commission's reporting requirements in terms of performance are outlined in section 11 of the *Annual Reports (Departments) Act 1985* and section 99 of the *Police Integrity Commission Act 1996*.

Section b) of the Terms of Reference asks what measures are currently being used by agencies to assess their performance and effectiveness. The measures being used to assess the Commission's performance and effectiveness are contained in its Corporate Plan.

The Commission released its Corporate Plan in November 2012. The Corporate Plan will guide the work of the Commission for the next three years. It describes the type of organisation the Commission aims to be, measures the progress of the Commission in discharging its statutory functions and provides the framework for gathering data for the Annual Report. The Corporate Plan integrates performance planning and measurement across the organisation. Each unit within the Commission uses the objectives within the Corporate Plan to develop individual business unit plans.

Copies of the Corporate Plan were provided to the Committee during November 2012, and are also included with this correspondence. The Corporate Plan can also be downloaded from the Commission's website. Attached is a working copy of the Commission's Corporate Plan, which contains performance indicators. These indicators form the basis on which the Commission's performance is reported against in the Annual Report.

Additionally the Commission considers its General Meeting with the Parliamentary Joint Committee as the mainstay of its public accountability by providing a forum in which the organisation's performance is scrutinised.

Section c) asks how these measures were determined. The performance measures in the Corporate Plan were derived from:

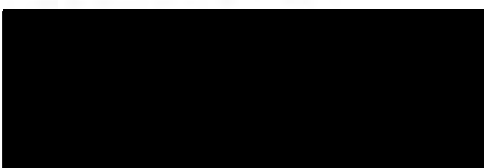
- Corporate knowledge of the executive
- Executive planning sessions
- Consultation with staff
- Comparison with like agencies

Section d) asks how effective these measures are considered to be. Planning has evolved in the Commission over the period since its establishment. Detailed annual strategic planning and corporate planning every three years has resulted in the measures used today. Based upon the experience of the Commission and those engaged in the Commission's planning processes the current measures provide the most effective basis for evaluating and reporting on the Commission's performance at this point in time.

Section e) asks if there is significant overlap or difference in approach between agencies. While there has been some reference to other comparable agencies' plans during the Commission's planning process, no detailed comparison between performance plans has been undertaken. While integrity agencies performance plans inevitably contain some common elements, the differences between agencies functions and jurisdictions will naturally lead to quite different performance measures.

Should you require any further information in relation to your Inquiry into Performance and Accountability in NSW Integrity Agencies, please contact [REDACTED] Executive Officer, on [REDACTED].

Yours faithfully



The Hon Bruce James QC
Commissioner

encl.

prevent
detect
investigate

Police Integrity Commission
Corporate Plan 2012-2015



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➔ key directives

vision

Public confidence in the integrity of the NSW Police Force and the NSW Crime Commission

mission

Contribute to the integrity of the NSW Police Force and the NSW Crime Commission by detecting, investigating and preventing serious officer misconduct

values

Integrity, independence, fairness, accountability, impartiality and continuous improvement

➔ key goal 1

To detect, investigate and expose serious officer misconduct and corruption in the New South Wales Police Force and the New South Wales Crime Commission

Objective	Strategies
1.1 Detect serious officer misconduct	<p>Ensure that the public/other agencies are aware of available avenues to contact the Commission with information in relation to serious officer misconduct</p> <p>Maintain effective complaints management and intelligence development capabilities</p>
1.2 Deter serious misconduct through investigation	<p>Efficiently manage resources and processes to investigate serious officer misconduct</p> <p>Make recommendations for consideration of disciplinary action and prosecution as a result of investigations</p> <p>Conduct public hearings as appropriate</p>
1.3 Exposure of serious officer misconduct	<p>Prepare reports following public hearings, present those reports to Parliament and make them publicly available</p> <p>Provide evidence for prosecutions arising from investigations</p>

➔ Key goal 2

Prevent serious officer misconduct by supporting improvements to the NSW Police Force and the NSW Crime Commission systems and practices

Objective	Strategies
2.1 Informed advice and recommendations on improvements to systems and practices	<p>Use investigations and hearings to examine policies and practices that may have contributed to serious officer misconduct</p> <p>Undertake research projects emphasising the prevention of suspected officer misconduct</p> <p>Work with senior officers to secure a commitment to implement Commission recommendations</p>
2.2 Informed advice and recommendations on improvements to the quality of complaint investigations	<p>Oversight selected complaints investigations, draw on the results of investigations and research to recommend improvements where deficiencies are identified</p>

➔ Key goal 3

Continued accountability for the Commission

Objective	Strategies
3.1 Continued public accountability for the Commission	<p>Accurate and timely responses to requests for information from the Inspector and the Parliamentary Joint Committee</p> <p>Public reporting on the activities of the Commission</p> <p>Use of statutory powers in compliance with legislative requirements</p>

➔ key goal 4

The Commission as a productive workplace

Objective	Strategies
4.1 Provide an equitable, safe and satisfying workplace	Develop and maintain an organisational culture which promotes equity, diversity and safety
4.2 Promote a culture of learning and development	Ensure constructive communications between units
4.3 Strong internal governance framework	Embedding risk management in the planning framework Maintain and enhance planning processes by aligning individual and business performance with the corporate plan Maintain effective records and financial management systems

prevent
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investigate

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Police Integrity Commission
Corporate Plan 2012-2015

