



I·C·A·C

INDEPENDENT COMMISSION
AGAINST CORRUPTION
NEW SOUTH WALES

**ICAC STRATEGIC
PLAN 2017–2021**

DECEMBER 2017



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OUR MISSION:
**Combat corruption and im-
prove the integrity of the
NSW public sector**

Contents

Commissioner's message	6
Our role	7
Our values	8
What we can do	8
What we cannot do	9
Our key result areas and objectives	10
Accountability and performance	12
Performance measures	13



Chief Commissioner's message

The NSW Independent Commission Against Corruption ("the Commission") plays an important role in strengthening the integrity of the public sector in NSW.

In exposing, investigating and preventing corrupt conduct, the Commission continues to update its skills, resources and systems to respond to new and emerging forms of corruption.

The *Strategic Plan for 2017-2021* sets out the objectives of the Commission's work, its key result areas and performance measures.

The plan provides the framework for the Commission to remain responsive and adaptive in its work across the spectrum of investigations, corruption prevention and education.

With the professional skills and dedication of our staff, the Commission will continue to expose and minimise corrupt conduct and enhance the integrity of the public sector over the next five years.

A handwritten signature in black ink, appearing to read 'Peter Hall', written in a cursive style.

The Hon Peter Hall QC

Chief Commissioner

Our role

The Commission was established to investigate, expose and minimise corruption in and affecting the NSW public sector.

Responsibility for the management of corruption risks rests with individual organisations. The Commission directs its attention to serious corrupt conduct and systemic corrupt conduct and takes into account the responsibility and role of other public officials and authorities in the prevention of corrupt conduct.

We investigate and expose corruption by:

- targeting serious corrupt conduct and systemic corrupt conduct and corruption opportunities affecting the NSW public sector
- establishing facts in relation to corrupt conduct and referring matters to others to consider prosecution, disciplinary and preventative actions
- conducting public inquiries and compulsory examinations and producing reports on our investigations.

We minimise corruption by:

- proactively identifying and responding to high-risk areas
- giving public sector agencies advice, guidance and information
- reinforcing with each public sector agency its responsibility for minimising corruption
- deterring corruption through investigation and public exposure
- promoting an ethical climate so that public sector agencies and individuals are encouraged to act against corruption
- recommending systemic changes to prevent corruption from recurring.

Our values

We are committed to certain fundamental values in all our interactions with public sector agencies, other organisations, individuals and our staff:

Our values are to:

- advance the public interest
- act ethically and with integrity
- be objective, fair, impartial and accountable
- strive for excellence
- be tenacious and professional in pursuing our aim
- respect each other and appropriately support each other with an emphasis on teamwork
- preserve the Commission's independence and reputation
- ensure procedural fairness.

What we can do

- investigate suspected corrupt conduct of any individual having public official functions or acting in a public official capacity in NSW or persons whose conduct impairs, or could impair, confidence in public administration
- investigate conduct referred by the NSW Electoral Commission
- make findings of fact and make findings of serious corrupt conduct against individuals in our public investigation reports
- obtain the advice of the Director of Public Prosecutions (DPP) with respect to prosecuting individuals, or make recommendations that organisations consider taking disciplinary action.

What we cannot do

Unless the NSW public sector is involved, the ICAC does not have power to investigate:

- the private sector
- issues arising in other states or territories
- federal parliamentarians, departments or agencies
- NSW police officers, crime commission officers or administrative employees of those agencies.

Even when the NSW public sector is involved, we cannot investigate unless the allegation relates to suspected corrupt conduct.

The Commission is not a court. We cannot conduct prosecutions or determine whether a person is guilty or innocent of criminal charges.

Our key result areas and objectives

KEY RESULT AREAS	OBJECTIVES
<p>1. Exposing corruption</p>	<ul style="list-style-type: none"> • Detect and investigate corrupt conduct. • Identify any methods of work, practices or procedures that allow, encourage or cause the occurrence of corrupt conduct. • Ensure a good practice approach for all investigations. • Maintain an efficient and effective complaint handling service. • Maintain strategic alliances with other relevant agencies to optimise investigative and preventative outcomes. • Maintain a proactive and reactive strategic intelligence capacity.
<p>2. Preventing corruption</p>	<ul style="list-style-type: none"> • Encourage government to address corruption risks of state-wide significance and public concern. • Ensure public authorities revise practices or procedures to reduce the risk of corrupt conduct occurring, and promote the integrity and good repute of public administration. • Raise awareness in the community of corrupt conduct and encourage reporting of corrupt conduct. • Ensure good practice for all corruption prevention work.

KEY RESULT AREAS	OBJECTIVES
<p>3. Accountability</p>	<ul style="list-style-type: none"> • Provide timely, accurate and relevant reporting to the Inspector of the ICAC and the Parliamentary Committee on the ICAC. • Ensure our work complies with all relevant laws and procedures. • Report publicly about the work of the Commission. • Keep the public informed about the work of the Commission through the publication of its reports and by sharing current information on its website. • Assist the Parliamentary Committee on the NSW ICAC.
<p>4. Our organisation</p>	<ul style="list-style-type: none"> • Continue to develop as a learning organisation that embraces a culture of continuous improvement, excellence and sharing of knowledge. • Provide a safe, equitable, productive and satisfying workplace. • Be a lead agency in our governance and corporate infrastructure. • Monitor our performance to ensure work quality and effective resource management.

Accountability and performance

Accountability

The Commission is accountable to the Parliament of NSW through the Parliamentary Committee on the ICAC. The role of the Parliamentary Committee on the ICAC is to monitor and review the Commission's activities and published reports. It can also examine trends, methods and practices in corrupt conduct. By answering to Parliament rather than to executive government, the ICAC retains its independence while remaining accountable.

The Commission is also accountable to the Inspector of the ICAC, who monitors operational compliance with legislation and deals with complaints of abuse of power, impropriety and other forms of misconduct on the part of the Commission or its officers.

The Auditor General audits the Commission's financial reports for each financial year. The NSW Ombudsman inspects the Commission's records of telecommunications interceptions, surveillance device warrants and controlled operations to measure compliance with statutory requirements. The Commonwealth Attorney General and NSW Inspector of the LECC inspect the Commission's records of stored communications and telecommunications data.

Performance

The performance of the Commission is monitored and reported on in a number of ways. These include:

- reports to the Parliament and the ICAC Inspector
- public reports on the outcomes of investigations and corruption prevention projects
- annual reports.

Performance measures

We report the following information in our annual report.

Exposing corruption

- matters reported to the Commission
- each matter assessed in the reporting period and average time taken
- investigations undertaken
- each investigation completed in the reporting period
- serious corrupt conduct findings made
- compulsory examination and public inquiry days held
- reports produced
- referrals to the DPP

Preventing corruption

- information about recommendations to government on key issues
- statistics about the provision of advice and training to agencies
- communication through outreach programs and provision of advisory services
- referrals to agencies for consideration of disciplinary action

Accountability

- information provided to the Inspector of the ICAC
- meetings with the Parliamentary Committee on the ICAC
- compliance with legislative requirements
- audit of the Commission's use of powers by the Inspector, the Commonwealth Attorney General and the NSW Ombudsman
- audit of the Commission's financial statements by the Office of the Auditor General of NSW

Our organisation

- performance agreements in place and linked to corporate objectives
- delivery of a staff program that enhances technical, professional and management skills
- continued commitment to developing corporate information management and systems.



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