

ICAC

INDEPENDENT COMMISSION
AGAINST CORRUPTION
NEW SOUTH WALES

NSW INDEPENDENT COMMISSION AGAINST
CORRUPTION

STRATEGIC PLAN
2022-2025

February 2023

UNCLASSIFIED

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Chief Commissioner's message

The NSW Independent Commission Against Corruption ("the Commission") is a leading integrity body in NSW.

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

The Commission is taking a fresh approach to its strategic direction over the next three years. The *Strategic Plan 2022-2025* sets out our directions in terms of the goals we aim to achieve, how we plan to achieve those goals, and the desired outcomes that will measure our success.

The plan provides the framework for the Commission to continue to be pro-active yet responsive and adaptive in its work across our major functional areas of investigations, corruption prevention and education.

Through the plan, we aim to build public sector integrity through education and prevention, streamline our operations and more effectively communicate the lessons learned, and improve our organisational capability through focusing on staff talent and development.

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 three years, while working to be recognised as a fair and trusted integrity agency through being a transparent and accountable organisation.

The Hon John Hatzistergos AM

Chief Commissioner

February 2023

Our role

The Commission was established to investigate, expose and prevent 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 prevent corruption by:

- proactively identifying and responding to high-risk areas
- giving public sector agencies advice, guidance and information
- providing education and information to the public
- reinforcing with each public sector agency its responsibility for preventing 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
- working in cooperation with other law enforcement, integrity and intelligence gathering agencies.

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
- make corruption prevention recommendations to help prevent conduct exposed in investigations from recurring in the future
- make referrals for investigation or other action to any person or body considered by the Commission to be appropriate in the circumstances
- 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 Commission 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.

Accountability and performance

Accountability

The Commission is accountable to the Parliament of NSW through the Parliamentary Committee on the ICAC. The role of the 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 and other reports to the Parliament.

NSW Independent Commission Against Corruption Strategic Plan 2022–2025

Our directions for 2022 to 2025

Goals – what we plan to achieve	Key elements of the strategy – how we plan to achieve our goals	Outcomes – the measures of our success
<p>Influence and effectiveness</p> <p>Build public sector integrity through:</p> <ul style="list-style-type: none"> – education and prevention – risk-based, targeted approaches 	<ul style="list-style-type: none"> • Establish a more targeted approach to lead public service decision-makers, particularly in high-risk areas • Focus on emerging corruption issues, while maintaining emphasis on long-standing corruption risks • Expand and recalibrate the existing education function to allow broader reach, improved customisation of information and a risk-based targeted approach 	<ul style="list-style-type: none"> • Public sector agencies accept and implement our advice and education products • Clearer understanding of public sector integrity within agencies • Agencies and clusters have programs and systems for managing corruption risks • Strong collaborative working relationships with agencies in terms of effective management of corruption risks
<p>Impact and awareness</p> <p>Streamline operations and more effectively communicate lessons learned</p> <ul style="list-style-type: none"> – raise awareness of investigations, reports, and of people brought to account 	<ul style="list-style-type: none"> • Streamline investigations by applying risk-based decision-making • Work more effectively with stakeholder agencies, including the DPP, to bring people to account • Better communicate lessons learnt 	<ul style="list-style-type: none"> • Timely completion of investigations and reports • Progression of the outcomes of the Commission's recommendations • Broader and improved understanding of the lessons learned
<p>Organisational capability</p> <p>Nurture and support people</p> <ul style="list-style-type: none"> – improve Commission management of human resources and welfare of witnesses – focus on staff talent and development 	<ul style="list-style-type: none"> • Implement a more systemic approach to witness welfare • Build our organisational capability through training, mentoring and engagement 	<ul style="list-style-type: none"> • The ICAC has built a safe, collaborative and innovative culture with a clear focus on staff development • The ICAC is clearly identifying and managing vulnerable witnesses
<p>A fair and trusted integrity agency</p> <p>Develop a transparent and accountable organisation</p> <ul style="list-style-type: none"> – improve the use of learning processes – reform business processes – introduce ICT improvements 	<ul style="list-style-type: none"> • Better explain our powers and how they are applied • Continually focus on streamlining business processes and measuring outcomes • Keep pace with digital technology and collaborate with like agencies to adopt best practice investigative techniques • Improve ICT systems and analytical capability 	<ul style="list-style-type: none"> • The ICAC is transparent and accountable in its use of its powers, in its public communications and with its oversight agencies • Business processes are streamlined, outcomes are measured and reported publicly • The ICAC is at the forefront of using best practice investigative techniques and digital technologies • ICT systems and information security are adequately resourced