

Office of the
Independent
Commissioner
Against
Corruption NT



STRATEGIC PLAN

2022 to 2026

July 2022

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1.0	1 July 2022	Michael Riches	Initial version

Our vision

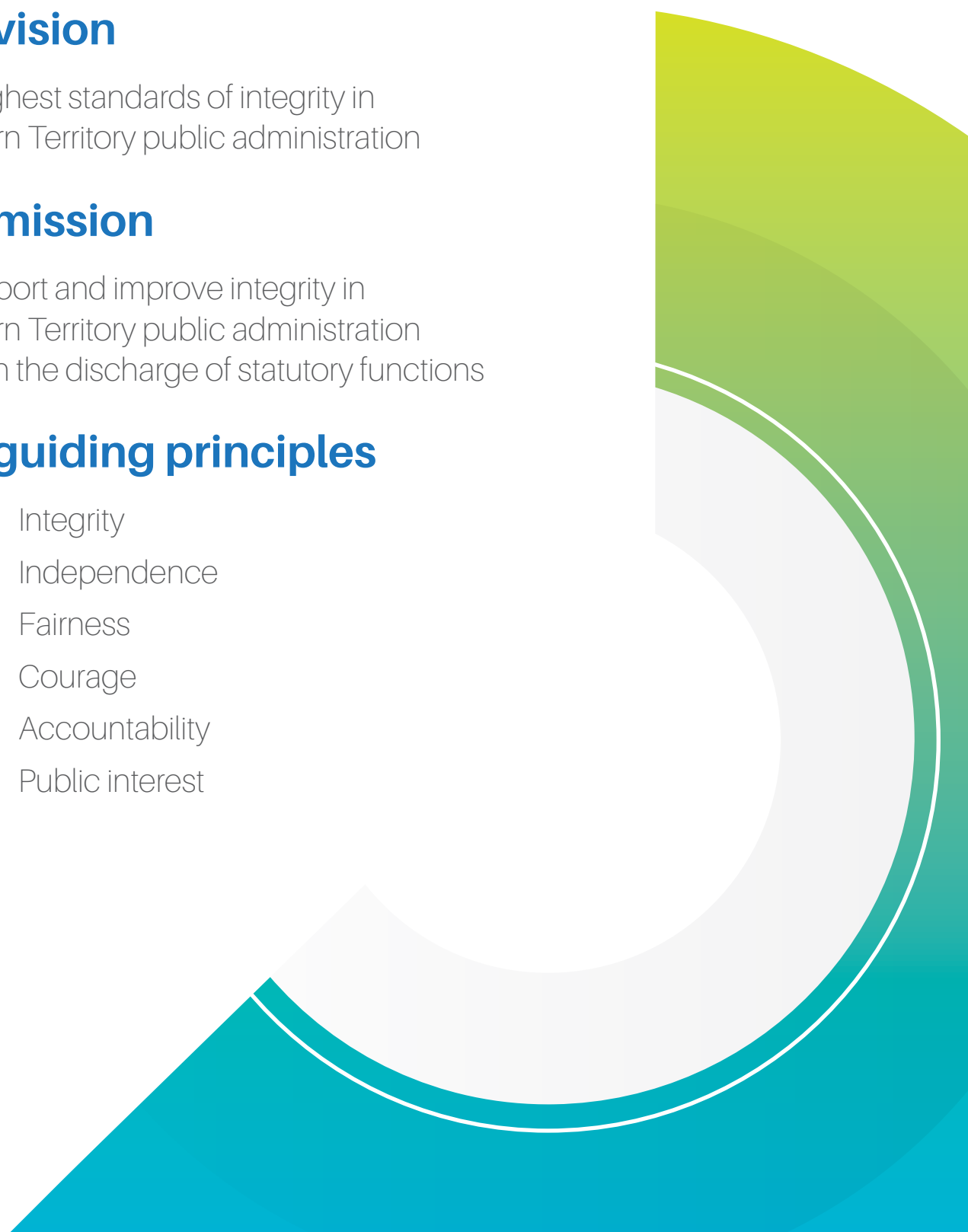
The highest standards of integrity in Northern Territory public administration

Our mission

To support and improve integrity in Northern Territory public administration through the discharge of statutory functions

Our guiding principles

- Integrity
- Independence
- Fairness
- Courage
- Accountability
- Public interest



Our strategic priorities

Operational excellence

DEVELOP SOUND METHODS

We will:

- develop and apply contemporary methodologies to assess and investigate improper conduct
 - invest in technology to support and enhance the discharge of statutory functions.
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APPLY SOUND DECISION MAKING

We are:

- considered in our decision making, taking into account the facts, evidence and the public interest
 - not influenced by factors that are not relevant to a decision
 - impartial, acting without fear and without favour.
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CHALLENGE OUR PERFORMANCE

We will:

- challenge our approach to our work, accepting the contribution of different perspectives and encouraging diversity of thinking
 - critically review our activities and those of like agencies in order to identify gaps, risks and opportunities
 - actively seek out and obtain external feedback to better understand our impact and how we can improve
 - set, and strive to achieve, targets and key performance indicators.
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Education and engagement

DEVELOP AND MAINTAIN PARTNERSHIPS

We will:

- develop and maintain partnerships with fellow Northern Territory integrity agencies to support information sharing, staff development and other mutual interests
 - foster arrangements for resource sharing with interstate anti-corruption agencies
 - capitalise on opportunities to work cooperatively with fellow integrity agencies in investigations and prevention and education activities.
-

ENGAGE ACROSS THE NORTHERN TERRITORY

We will:

- create and deliver, or facilitate the delivery of, accessible and appropriate prevention and education programs across the Northern Territory
 - develop and implement a remote engagement strategy that delivers key integrity messages in a culturally appropriate way.
-

SHARE WHAT WE HAVE LEARNED

We will:

- establish an internal strategic intelligence capability that:
 - supports intelligence-led decision making
 - enables the identification of systemic issues, agency hotspots and areas requiring greater focus
 - provides data to inform reports to public bodies, the Parliament and the public
 - share observations of risks and opportunities, identified through the discharge of various functions, with public bodies where possible
 - use our data to direct prevention and education activities in order to maximise value.
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Capable and accountable workforce

ATTRACT, DEVELOP AND RETAIN HIGH PERFORMERS

We will:

- engage in robust recruitment processes to select the best candidates
 - encourage and support professional development and mentoring to continue to upskill and develop staff
 - support staff to expand their knowledge and skill through projects, internal work opportunities and external development activities
 - grow an inclusive, supportive and diverse workforce.
-

SET THE STANDARD

We will:

- maintain a culture of respect, accountability and excellence
 - act in a manner consistent with our guiding principles:
 - integrity
 - independence
 - fairness
 - courage
 - accountability
 - public interest
 - provide effective and timely feedback on performance and actively manage failures to meet expected standards.
-

PROVIDE A SAFE WORKPLACE

We will maintain a workplace prioritising the wellbeing and work health and safety needs of all staff.

ENSURE CONSISTENCY AND CONTINUITY

We will:

- maintain comprehensive systems and procedures to guide and support our activities
 - develop and maintain effective succession plans for identified critical staff
 - review and maintain fit-for-purpose business continuity plans to best respond to unexpected events.
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Measuring our performance

TARGET:

Conduct all assessments and investigations with due care and expediency

Key performance indicators

- Complete 60% of investigations within 6 months of commencement of investigation¹.
- Complete 75% of investigations within 12 months of commencement of investigation.
- Conduct 90% of investigation strategy meetings within 10 business days of commencement of investigation.
- List at least 80% of examinations within one month of counsel assisting receiving the examination brief (or updated brief).
- Ensure every new investigation is the subject of a case review between counsel assisting and the assigned investigator(s) within one month of commencement of the investigation.
- Complete 90% of assessments within 20 business days of receipt of report.
- Consider and respond to 90% of reports back on referrals within 10 business days of receipt of the report back.

TARGET:

Maintain an environment of continuous scrutiny and learning

Key performance indicators

- Ensure 90% of all closed investigations subject to a debrief meeting within 20 business days of closure².
- Review and discuss all NT court decisions relevant to ICAC operations within 10 business days of the delivery of the decision.
- Subject all active investigations to fortnightly review meeting.
- Seek and assess feedback on at least 60% of all face-to-face and online learning sessions.
- Consider and determine all recommendations made by the Inspector within 5 business days of receipt of the recommendation.

¹ Commencement date is the date the Commissioner (or delegate) recorded the decision to investigate on the case management system.

² Closure date is the date the Commissioner recorded the decision to close the investigation on the case management system.

TARGET:**Lead by example in corporate governance****Key performance indicators**

- Achieve a net surplus within planned budget at the end of the financial year.
- Complete all planned internal audits per internal audit plan within agreed timeframes.
- Document contingency and succession plan for 100% of identified critical roles.
- Implement and maintain an effective policy governance program.

TARGET:**Recruit carefully and efficiently, supporting a diverse and multi-faceted workforce****Key performance indicators**

- Apply special measures plan to 100% of all advertised recruitments.
- Finalise 90% of recruitments within 6 weeks of the date of closure of applications.

TARGET:**Support continuous development and upskilling of staff****Key performance indicators**

- Provide at least 25 targeted internal training sessions per year to upskill staff.
- Ensure 100% of staff subject to rigorous professional development plan and skills gap analysis.
- Develop targeted opportunities for staff to engage with, and learn from integrity agencies in other jurisdictions.

TARGET:**Develop and deliver targeted and effective prevention and education services****Key performance indicators**

- Conduct at least 100 education or prevention activities each year (for example, videos, reports, presentations, corruption alerts and newsletters)
- Engage with every local council at least twice per year³.
- Measure feedback on activities to inform continuous improvement of services.
- Use existing data holdings to identify education and prevention opportunities.

TARGET:**Effectively communicate with the Parliament, public officers and the public****Key performance indicators**

- Deliver a general report to Parliament at least twice per year
- Develop and publish a new website which is accessible, easy to navigate and informative
- Develop an ICAC essential learning module for the ICAC website.

³ Engagement can include communicating trends, issues or recommendations in writing and providing face to face or online training tailored to local councils.

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