



CDPP

Australia's Federal Prosecution Service

Office of the Director of
Public Prosecutions (Cth)

Corporate Plan
2025–29

We acknowledge First Nations Australians as the traditional owners and custodians of country throughout Australia and recognise their continuing connection to the land, sea and community. We pay our respects to the people, the cultures and Elders past and present.

Safe and Just Society element by Yirra Miya ©



This corporate plan outlines the purpose and priorities of the Office of the Director of Public Prosecutions (Cth) (CDPP) and explains how we will measure our performance over the next four years.

Statement of preparation

As the accountable authority for the Office of the Director of Public Prosecutions (Cth), I present the 2025–29 CDPP Corporate Plan, which covers the periods 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the [Public Governance, Performance and Accountability \(PGPA\) Act 2013](#).

Raelene Sharp KC

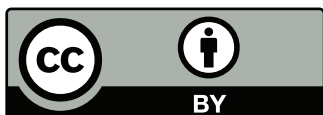
Director of Public Prosecutions (Cth)
15 August 2025

Office of the Director of Public Prosecutions (Cth) Corporate Plan

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Director's overview

This corporate plan reflects my vision for how the Office of the Director of Public Prosecutions (Cth) (CDPP) will continue to provide an enhanced robust and just prosecution service to the Australian community.

I am committed to maintaining and further developing what the Office is doing well and maximising opportunities to continue to develop the practice to a higher level of capability.

This will ensure that the 20% increase in referrals over the last year are being handled in an appropriate manner, and that the Office effectively uses the more than \$16 million we received in the May 2025 Budget to focus on war crimes, illicit tobacco compliance and enforcement, and illegal foreign fishing.

At the core of this work is the staff. The Office has built a stable workforce. Supporting and developing our staff remains one of the four key focus areas of this corporate plan.

This corporate plan also focuses on the legal practice, our partners and providing the necessary support to the practice. These four areas are the key components of any high functioning legal practice. The overarching goal of those areas is to enhance the legal practice to ensure the Office can deliver on its purpose in an ever changing domestic and international environment.

The Corporate Plan 2025–29 is supported by the CDPP Action Plan 2025–26, which incorporates the opportunities identified through the externally conducted reviews of the Legal Practice and the Enabling Services Group.

The action plan comprises 11 priority focus areas and deliverables designed to achieve the strategic goals.

In addition to those matters to be completed within the year, the action plan lays the foundation for the longer term direction set out in this corporate plan.

As the Accountable Authority for the Office of the Director of Public Prosecutions, I am pleased to present the 2025–29 CDPP Corporate Plan, as required by paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Raelene Sharp KC

Director of Public Prosecutions (Cth)

15 August 2025



2025–29 Corporate Plan Overview

Our purpose

To contribute to a fair, safe and just society by delivering an effective, independent prosecution service in accordance with the *Prosecution Policy of the Commonwealth*¹.

- We will continue to build our reputation as a high quality, specialist criminal litigation and advisory practice.
- We will work closely with our partner agencies, strengthen cooperation and share knowledge to achieve our purpose.
- We will continue our important role in contributing to policy and law reform.
- We will attract and retain staff with the capability and resilience required to manage the evolving requirements of our dynamic operating environment.

We will achieve our purpose through two key activities:

Key Activity 1: Prosecute with integrity

As officers of the court, we act ethically in everything we do. As Ministers of Justice, we prepare and prosecute our cases firmly and fairly, in accordance with the *Prosecution Policy of the Commonwealth*.

Key Activity 2: Work in partnership

We support our partner agencies to meet their investigative, enforcement and compliance objectives, which in turn supports our capacity to deliver high quality prosecution services.

People



Provide a highly skilled and adaptable legal practice, ensuring all staff contribute to the delivery of our strategic priorities.

Prosecution Practice



Provide high-quality prosecution services to support the justice system in protecting the community.

Partnerships



Ensure we have robust and mature partnerships that strengthen our shared impact and effectiveness.

Practice Support

Deliver seamless technology and support services that evolve with and support the justice system.

Our strategic themes



¹ This purpose mirrors the outcome statement for the CDPP set out in the 2025–26 Attorney-General's Portfolio Budget Statements.

Operating context

The CDPP is the peak agency in the Commonwealth criminal justice system. It is established under the [Director of Public Prosecutions Act 1983 \(the DPP Act\)](#).

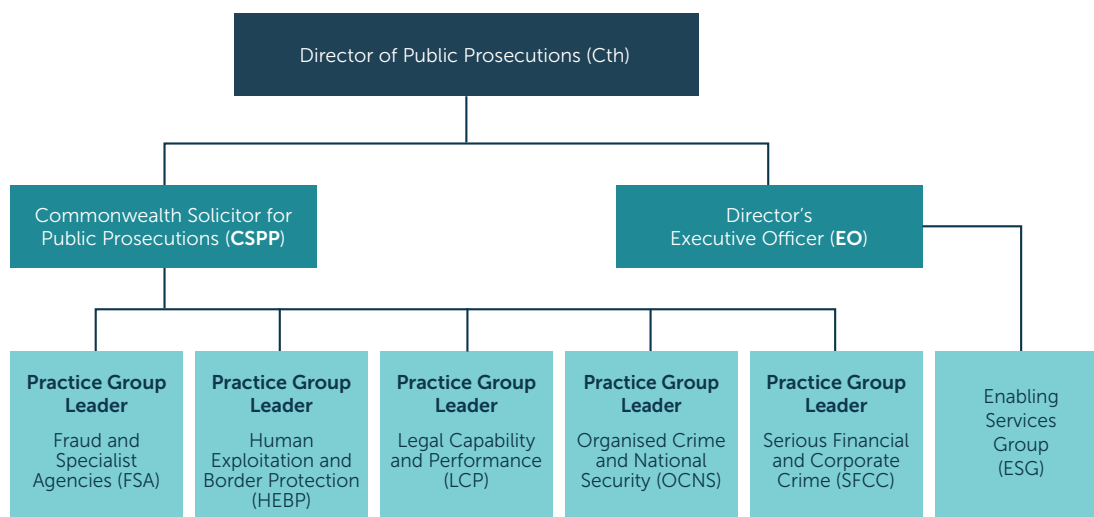
The CDPP is an independent agency within the Attorney-General's portfolio and is led by the Director, who is appointed by the Governor-General for a specified term. The Director and staff together constitute an Office, known as the Office of the Director of Public Prosecutions.

The *DPP Act* sets out the powers and functions of the Director and Associate Director, which are exercised independently from Government.

Structure

The CDPP is a legal practice through which the Commonwealth conducts prosecutions of all indictable and most summary Commonwealth offences. Figure 1 shows the practice and support groups that carry out the work of the CDPP.

Figure 1 – CDPP organisational chart



The Director is the CDPP's Accountable Authority. In addition to the powers and functions set out in the *DPP Act*, the Director has a range of financial and administrative responsibilities, some of which are delegated to staff.

The Commonwealth Solicitor for Public Prosecutions supports the Director to discharge her statutory obligations and functions. Practice Group Leaders manage the legal functions and oversee the key partner agency relationships within their practice groups.

The Director's Executive Officer and Enabling Services Group work to ensure the essential systems, processes and people are in place to fulfil the Office's statutory purpose.

More information about the CDPP can be found at www.cdpp.gov.au.

Operating environment

The CDPP works in a dynamic and complex operating environment and is responsive to the ever-changing work of our partner agencies and the matters they refer. The matters we prosecute cover a wide range of criminal conduct, including online child sexual exploitation, transnational organised crime, terrorism, offences relating to illicit tobacco, illegal foreign fishing, complex financial, corporate and commercial arrangements, fraud against the Commonwealth and matters affecting national security.

Offending often occurs across state and international borders. It can involve multiple defendants and offending over weeks, months or years.

The nature of the casework includes trials which can run for weeks or months. The complexity of those trials can arise from the increased volume of digital evidence gathered during a modern criminal investigation, or because of the nature of the offending which is both facilitated, and complicated by, modern technology.

In 2024–25, the CDPP saw a significant increase in the number of matters being referred for prosecution with an additional 462 referrals from the previous financial year. This represents an increase of approximately 20%. The number of matters dealt with before the courts also increased. In 2024–25 the CDPP dealt with 242 more summary and 1108 more indictable offences than in the previous financial year. The CDPP expects the trends in relation to both referrals and matters dealt with to continue.

Enabling capability

People

In alignment with the strategic themes, the Office continues to focus on people throughout the life of this corporate plan to ensure the workforce is capable, resilient and well supported.

The focus remains on attracting, retaining and enhancing capability as an adaptable and highly skilled workforce is built, to respond to our dynamic operating environment. The role of a federal prosecutor poses unique challenges. The introduction of a federal prosecutor allowance has improved the ability to attract and retain experienced staff in these roles to deliver successful prosecution outcomes.

Senior leaders are supported through implementation of the Australian Public Service (APS) Senior Executive Service (SES) Performance Leadership Framework, which aims to strengthen SES capability, performance and alignment with broader APS leadership expectations. As part of this work, and as outlined in the key initiatives within the Action Plan, Performance and Talent Councils will be implemented, to support a more consistent, enterprise-wide approach to talent management and succession planning for our SES.

As the People Branch commences work on the next iteration of the CDPP Workforce Plan, efforts will increase on organisational culture and employee engagement, ensuring people feel valued, supported and empowered to make meaningful contributions. The Employee Value Proposition will continue to be embedded, positioning the CDPP as an employer of choice.

Given the complex and often challenging nature of our legal work, there is a strong emphasis on the physical and psychological safety of our people. This includes the delivery of targeted support initiatives, as well as equipping leaders with the tools and resources required to cultivate safe, inclusive and high-performing teams.

The Legal Capability Strategy 2023–26 aims to uplift legal capability across our legal practice. It articulates the core capabilities of all legal staff and maps out objectives to develop and strengthen these capabilities. The strategy also outlines the roles and responsibilities of key stakeholders and establishes parameters for evaluating outcomes and performance. The enabling services cohort continues to build and enhance their relevant areas of expertise to support the legal practice.

The CDPP is committed to the Strategic Commissioning Framework and supports the use of APS expertise and employment to reduce reliance on outsourcing core work.

Technology and ICT

To support the evolving needs of the Office and to deliver technology solutions that align with the strategic theme of Practice Support, the ICT team continues to build, modernise and enhance the ICT platform.

This work is being informed by the opportunities identified in the external reviews, and by feedback from our partner agencies. As part of the Action Plan, a technology strategy and roadmap will be developed to optimise and integrate existing systems, and to identify priorities for new capabilities, enhancements or decommissioning.

Commencing with new devices to support our staff to ensure security, agility and accessibility, the ICT team will deliver initiatives that establish a robust base for the technological future.

User centric activity to determine the future of case management will continue. While normal influences of data governance, legislative compliance, and cyber threats need to be accommodated, it is essential that the future product is flexible and able to support emerging and influencing technologies including Artificial Intelligence (AI).

While there is a strong emphasis on building for the CDPP's future, support for in-flight initiatives, such as our Evidence Management Solution implementation and Electronic Records and Document Management Systems uplift, that compliment legal capability, remains a core activity for the ICT team.

All initiatives are focused on functionality and resilience, specifically against cyber security. Securing CDPP systems and networks and maintaining the security and integrity of the CDPP's data, information and infrastructure ensures the Office can deliver an effective, independent prosecution service.

Governance

The CDPP's governance framework provides a system of robust and contemporary operational controls, management oversight mechanisms and independent assurances. Together they promote and support organisational performance, including supporting the Director to oversee the legal practice and to exercise her statutory functions, while satisfying our legislative and administrative obligations.

Figure 2 – CDPP Governance structure

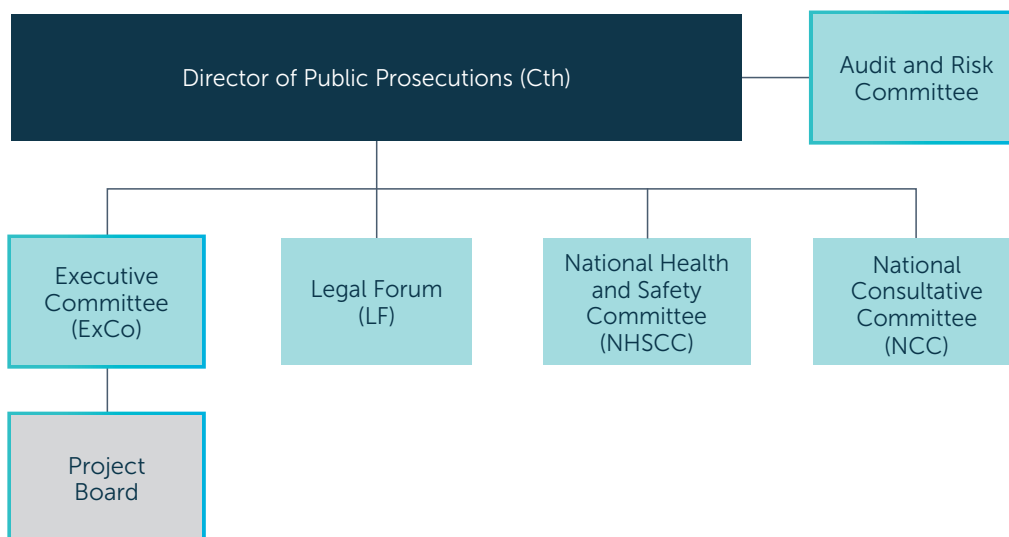


Table 1 – CDPP Governance Forums

Governance Forum	Roles and responsibilities
Executive Committee	Supports the Director to ensure the CDPP is delivering on its purposes and priorities, while promoting the proper use and management of public resources and the Office's financial sustainability. This includes overseeing the Office's risk management approach and ensuring appropriate systems of internal control.
Legal Forum	Provides leadership, direction and oversight for the delivery of the CDPP's legal and prosecutorial work, strategy, policy and guidance. It ensures the duties and accountabilities of the Director are discharged in accordance with the <i>DPP Act</i> and the <i>Prosecution Policy of the Commonwealth</i> .
Project Board	A sub-committee of the Executive Committee, the Project Board provides focused oversight of the feasibility and achievement of agreed outcomes for major projects across the CDPP.
National Health and Safety Representative Committee	The consultative mechanism between management, staff and any other workers on work health and safety matters.
National Consultative Committee	Facilitates communication and consultation on CDPP employment and workplace relation matters.
Audit and Risk Committee	Provides independent advice to the Director on the appropriateness of the CDPP's financial and performance reporting, risk oversight and management, and systems of internal control.

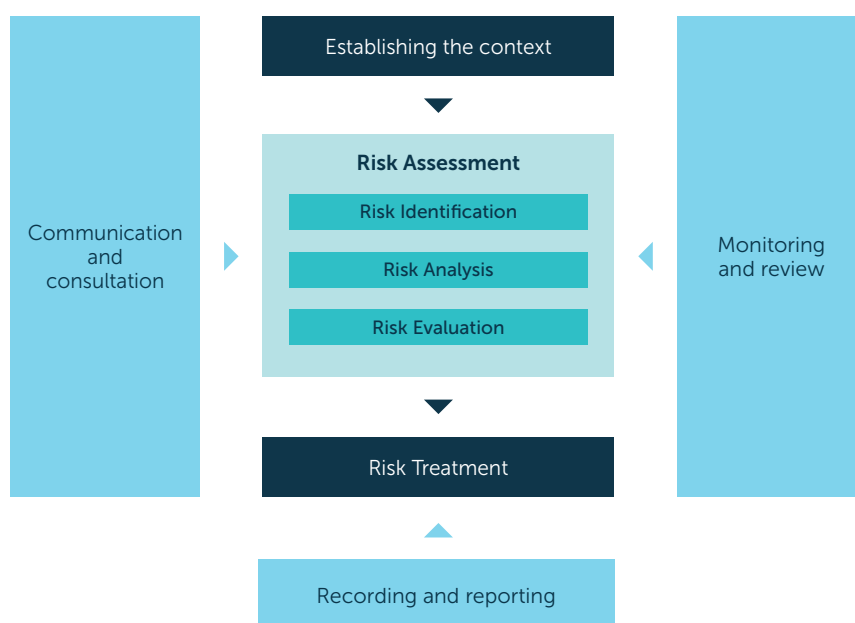
Risk management

The CDPP is committed to fit-for-purpose integrated risk management arrangements and continues to invest in embedding and maturing its decision-making processes.

To support the active management of our risks, the Office is guided by the [Commonwealth Risk Management Policy](#) and the recently refreshed Risk Management Framework. The practice of risk management is informed by the Risk Appetite Statement and demonstrated through the application of the *Prosecution Policy of the Commonwealth*. The Executive Committee actively oversees strategic risks. Emerging risks are also monitored and engagement with partners and stakeholders continues to identify and respond to shared risks.

The CDPP's risk management approach set out in Figure 3 is designed to practically support risk management activities across the CDPP.

Figure 3 – CDPP's Risk Management Approach



The Office systematically reviews risks across all business operations and has undertaken a comprehensive assessment of risk controls and treatments, including as to their maturity and effectiveness, by using internal audit processes. The risk culture is advancing through revised risk appetite statements and reinforcing its value as a tool in decision making processes, ensuring all risks are managed within acceptable boundaries which balance opportunities and threats.

Key strategic risks to the effective delivery of the prosecution service are set out in Table 2, along with an overview of key mitigations and responses.

Table 2 - Strategic Risk Management

Key strategic risk	How we manage this risk
Failure to attract and retain staff	<ul style="list-style-type: none"> • Maintain funding to support appropriate remuneration. • Workforce Plan including: <ul style="list-style-type: none"> – Employee Value Proposition – National Recruitment Strategy and activities and – Attraction Strategy and activities. • Implement SES and leadership professional development program.
Failure to develop and maintain the capability of our people	<ul style="list-style-type: none"> • Develop 2025–26 Forward Recruitment Program based on workforce data modelling. • Legal Capability Strategy including: <ul style="list-style-type: none"> – core capability matrix – succession planning and talent management – targeted training and learning activities and – rotation, secondment, succession and mentoring programs.
Failure to manage the impacts of our work environment	<ul style="list-style-type: none"> • Workplace programs including wellbeing and specialist advice and support services. • Controls on the handling of sensitive information. • Targeted training and resources on managing psychosocial hazards and cultivating resilience. • Ongoing development of additional resources and training to support employee wellbeing.
Failure to manage partner agency relationships	<ul style="list-style-type: none"> • Continued implementation of the Partner Agency Engagement Strategy, including: <ul style="list-style-type: none"> – early engagement and advice – reciprocal upskilling through enhanced training and development and online resources and – digital strategies to modernise referral and support workflows. • Ongoing partner relationship management, engagement and feedback mechanisms.
The evolving environment threatens the security, resilience and integrity of our data and information	<ul style="list-style-type: none"> • Risk-based security program addressing cyber, personnel and information security exposures, supported by regular audits, monitoring and staff training. • Business continuity management program and cross-agency cyber incident response arrangements. • Regular information sharing with partner agencies and law enforcement.

Our relationships

Strong and effective partnerships are critical to the CDPP delivering on its function, which includes prosecuting broad ranging crime types in every Australian criminal jurisdiction.

The Office has strong relationships with its partner agencies, which investigate and refer matters for prosecution. Around 80% of the matters referred come from seven of our partners: the Australian Federal Police (32.7%), the Australian Fisheries Management Authority (12.8%), NSW Police (9.6%), Victoria Police (9.2%), other state and territory police (10.7%), the Australian Border Force (4.9%) and Services Australia (Centrelink) (3.9%). In total, the CDPP prosecutes matters referred by more than 50 Commonwealth and state and territory agencies.

The *Partner Agency Engagement Strategy 2024–26* establishes a framework to focus and guide partner agency engagement. It is a high-level statement of our intended outcomes and the proposed engagement and actions we will take to achieve that objective.

The Engagement Strategy's four focus areas are:

- Early and ongoing engagement to focus investigative and prosecution resources.
- Reciprocal upskilling of investigators and prosecutors.
- Embedding a partnership culture.
- Fit-for-purpose criminal legislation and policy.

The strategy is underpinned by a strong monitoring and evaluation framework, developed as part of an implementation plan. It will be important to track progress and make any adjustments at the end of the strategy's two-year term.

Support for victims and witnesses is a vital part of the CDPP's work. The CDPP seeks to improve the criminal justice experience of victims and witnesses. Staff aim to ensure victims have a genuine opportunity for their views to be heard while providing them with appropriate information and support throughout the prosecution process.

The CDPP values the strong engagement it has with Commonwealth and state and territory policy agencies with law enforcement and criminal justice responsibilities. The Office works particularly closely with the Attorney-General's Department (AGD) to contribute to law reform and efforts to modernise the criminal justice system.

The CDPP also works extensively with the International Crime Cooperation Central Authority, within AGD, to progress extradition and mutual assistance requests and provides guidance on local evidentiary requirements for the offences prosecuted. These formal international processes, which can be lengthy, nuanced and varied, allow cooperation between governments in the investigation and prosecution of criminal matters.

The Office continues to pursue productive working relationships with all our interlocutors, including the courts, the state and territory Directors of Public Prosecutions and their prosecution agencies, defence practitioners, and National Legal Aid.

Our performance

Performance framework

The CDPP's performance framework assesses our ability to deliver on the purpose in accordance with the requirements of the PGPA Act. The performance framework seeks to present relevant performance information to the public and the Parliament in a way which is meaningful, informative and provides an appropriate level of public accountability.

Figure 4 shows the performance framework which connects the portfolio budget statements, corporate plan and annual report.

Figure 4 – CDPP's performance framework

Our purpose (Corporate Plan 2025–29) and outcome statement (Portfolio Budget Statements (PBS) 2025-26) To contribute to a fair, safe and just society by delivering an effective, independent prosecution service in accordance with the Prosecution Policy of the Commonwealth.	
Our programs (PBS 2025-26) 1.1: An independent service to prosecute alleged offences against the criminal law of the Commonwealth.	
Our key activities	
Key activity 1: Prosecute with integrity As officers of the court, we act ethically in everything we do. As Ministers of Justice we prepare and prosecute our cases firmly and fairly, in accordance with the <i>Prosecution Policy of the Commonwealth</i> .	Key activity 2: Work in partnership We support our partner agencies to meet their investigative, enforcement and compliance objectives, which in turn supports our capacity to deliver high quality prosecutions services.
Our performance measures	
1.1: Delivering an effective, independent prosecution service for the Commonwealth. 1.2: Prosecutions resulting in a finding of guilt. 1.2.1: Prosecutions resulting in a finding of guilt (defended matters). Percentage of the total number of defendants found guilty in defended matters. 1.2.2: Prosecutions resulting in a finding of guilt (total matters). Percentage of the total number of defendants found guilty.	2.1: Partner agency satisfaction with CDPP service delivery.
Reporting on our progress in achieving our purpose	
Office of the Director of Public Prosecutions (Cth) Annual Report 2025–26	

Measuring performance

The CDPP's performance is managed through careful planning, monitoring and measurement of performance targets. Those measures provide an overall assessment of how effective the Office has been in delivering an effective and independent prosecution service.

Performance is assessed against three performance measures, which cover four targets – three prosecution targets, measured annually, and a partner agency engagement target, measured through a survey conducted every two years. Those measures align with the key activities and assess how well the prosecution services are being delivered.

Key Activity 1 - Prosecute with integrity

Prosecutions conducted in accordance with the *Prosecution Policy of the Commonwealth* create and maintain public confidence in the Australian justice system.

There is a publicly [Prosecution Policy of the Commonwealth](#) outlines how the CDPP exercises the prosecutorial discretion. It is based on principles of fairness, openness, consistency, accountability and efficiency. It supports the CDPP acting independently from those responsible for investigating federal offences and the political process.

The *Prosecution Policy of the Commonwealth* is applied by the CDPP in all matters, including in relation to briefs referred for advice by investigative agencies.

Performance measure 1.1 – delivering an effective, independent prosecution service for the Commonwealth	Target 2025–29
Compliance in addressing the terms of the test for the <i>Prosecution Policy of the Commonwealth</i> , namely the existence of a <i>prima facie</i> case, reasonable prospects of conviction and that prosecution is required in the public interest, when deciding to commence or continue a prosecution.	100%
Rationale The test set out in the <i>Prosecution Policy of the Commonwealth</i> is integral to all cases considered and prosecuted by the CDPP. This performance measure assesses the effectiveness of our processes in delivering an independent prosecution service for the Commonwealth.	
Methodology The <i>Prosecution Policy of the Commonwealth</i> requires that the following tests be met when deciding whether to commence or continue a prosecution: <ul style="list-style-type: none">• A prima facie case exists and there is a reasonable prospect of conviction.• The prosecution is in the public interest. Compliance with the <i>Prosecution Policy of the Commonwealth</i> is assured at critical points in the prosecution process based on certification by the relevant CDPP officer that the test in that policy has been addressed. Certification occurs upon completion of a Prosecution Policy Declaration (PPD) which records the outcome of the decision maker's determination. Key legal decision-making tasks cannot be finalised in our casework database until a PPD is completed. This measure is supported by an additional qualitative assurance process.	
Data collection and reporting Progress reports are provided to the Executive Committee and Audit and Risk Committee each quarter. Results are published in the CDPP's annual report.	
Link with the 2025–26 Portfolio Budget Statements Outcome 1, Program 1.1 p. 327.	
Explanation of changes Minor wording changes have been implemented to better reflect the intent of the measure.	

Performance measure 1.2 – prosecutions resulting in a finding of guilt	Target 2025–29
1.2.1 Prosecutions resulting in a finding of guilt (defended matters). Percentage of the total number of defendants found guilty in defended matters.	70% or greater
1.2.2 Prosecutions resulting in a finding of guilt (total matters). Percentage of the total number of defendants found guilty.	90% or greater
<p>Rationale</p> <p>This measure provides a quantitative measure of the CDPP’s outputs that can be analysed, assessed and tracked over time to ensure ongoing effectiveness of our prosecution service. It is interrelated with performance measure 1.1 in that a proper application of the Prosecution Policy test should inevitably link to prosecution outcomes. The two targets tell a comprehensive story of our practice, a large proportion of which is a plea practice, which is reflective of the CDPP’s effective assessment of briefs and our engagement with investigators.</p>	
<p>Methodology</p> <p>This performance measure relies on two targets which are weighted equally. Achievement of the performance measure is determined by reference to the number of targets achieved.</p> <ul style="list-style-type: none"> • “All targets met” equates to the measure being achieved. • “One target met” equates to the measure being partly achieved. • “Neither target met” equates to the measure not being achieved. <p>The finding of guilt rate is calculated as follows.</p> <ul style="list-style-type: none"> • Defended matters – the finding of guilt rate is calculated by taking the total number of defendants found guilty in defended matters as a percentage of the total number of defendants found guilty or acquitted in defended matters. A defended matter is a trial on indictment or a summary hearing/summary trial. • Total matters – the finding of guilt rate is calculated by taking the total number of defendants found guilty as a percentage of the total number of defendants found guilty or acquitted. The calculation covers both defended matters and matters where the defendant has pleaded guilty. <p>The calculation does not include matters where the CDPP discontinued the prosecution in its entirety, or where a prosecution commenced, and the defendant failed to appear before the court.</p>	
<p>Data collection and reporting</p> <ul style="list-style-type: none"> • Prosecution outcome data is maintained in our case management database. • Progress reports are provided to the Executive Committee and Audit and Risk Committee each quarter. Results are published yearly in the CDPP’s annual report. 	
<p>Link with the 2025–26 Portfolio Budget Statements</p> <p>Outcome 1, Program 1.1 p. 328.</p>	
<p>Explanation of changes since 2024–25 Corporate Plan</p> <p>The target percentage for PM 1.2.1 and PM 1.2.2 were reported incorrectly in the 2024–25 Portfolio Budget Statements. The presentation order of these two measures has been reordered.</p>	

Key Activity 2 - Work in partnership

The CDPP supports partner agencies to meet their enforcement and compliance objectives. While decisions regarding a prosecution are ultimately a matter for the CDPP, having effective working relationships with our partners is critical to ensuring the criminal justice system delivers justice to all.

The Office seeks partners' views of the CDPP's performance. Those views provide valuable insights that help shape and improve processes, procedures and performance. They inform and guide how the CDPP operates and the partner agency strategy.

Performance measure 2.1 – partner agency satisfaction with CDPP service delivery.	Targets			
	2025–26	2026–27	2027–28	2028–29
Partner agency satisfaction with CDPP service delivery.	90% or greater	N/A	90% or greater	N/A
<p>Rationale</p> <p>Engaging with law enforcement and other government agencies is essential to our role as the independent prosecution service for the Commonwealth. This performance measure assesses our partners' perceptions of our effectiveness across key service areas. The survey used to assess this measure also provides insights to help us build capability and enhance our stakeholder relationships.</p>				
<p>Methodology</p> <p>The CDPP conducts a partner agency satisfaction survey every two years. This performance measure has historically been calculated from responses to a single question in the survey: <i>'thinking about your dealings with CDPP staff overall, how satisfied have you been in your dealings with them?'</i>. Respondents were asked to rate the CDPP using a score out of 10, where 10 is extremely satisfied and 0 is extremely dissatisfied. In determining the result:</p> <ul style="list-style-type: none"> • A score of 0 to 4 is considered unfavourable. • A score of 5 to 6 is considered neutral. • A score of 7 to 10 is considered favourable. <p>A significant review and update to the CDPP partner survey was undertaken prior to the 2024 survey. This review resulted in substantial changes to the survey content (while retaining the previously used question), and a fundamental change to the structure and definition of respondents.</p> <p>Survey content</p> <p>The new survey content seeks to provide more detailed and nuanced feedback on a wider range of aspects of CDPP's performance, and the experiences partner agencies and their staff have working with CDPP. The revised survey content was guided by several objectives and strategic questions CDPP Executive identified as relevant now and into the future, as well as from the new <i>Partner Agency Engagement Strategy 2024–26</i>. Most survey items relate to major themes, and a combination of individual results are used to calculate several index scores, covering engagement, understanding, values and attributes, capability and knowledge, and outcomes.</p> <p>Who we survey</p> <p>The major change to the 2024 survey was to define and separate key audiences, and ensure sampling and reporting is appropriate and optimised for each. Four cohorts were identified:</p> <ul style="list-style-type: none"> • <u>Case management informants</u>: the defined primary contact for eligible cases. All informants in at least one matter on hand during the past 12 months were invited to participate in the survey. • <u>Case management participants</u>: individuals other than the defined primary contact who were directly or indirectly involved in operational cases on hand during the past 12 months. Because this population cannot be definitively known, a three-step process was used to identify them. A subset of eligible cases from cohort one was selected from the case management system. To increase the sample size for this cohort, a portion of randomly selected cases was extracted from the case management system. CDPP staff from those cases were then asked to identify all known additional agency contacts for those cases. Those known contacts were invited to the survey and also asked to pass a survey link to any other staff in their agency with knowledge of the case. • <u>Knowledgeable observers</u>: are individuals who have direct interactions with the CDPP not related to operational cases. This cohort was limited to contacts from strategic stakeholder organisations (see cohort 4). Relevant CDPP staff were asked to identify all staff from those organisations who they had had contact with during the preceding 12 months. Invited stakeholders were also asked to pass the survey link to other relevant contacts in their organisation. 				

- **Strategic stakeholder organisations:** key government partner agencies and organisations that refer cases to or work closely with the CDPP, or which may be expected to have an opinion on the role that CDPP performs. The list of relevant agencies was developed by the CDPP executive, and a key organisational contact point identified to be invited to the survey. The survey platform allowed multiple individuals to contribute to a single organisational response, if desired.

Data collection and reporting

- Survey population data is held in our case management system.
- Information about the conduct of the survey, including the responses, is stored in the external provider's platform and is provided to the CDPP as a report.
- The reporting of the 2024 survey purposefully separated the results from each of the four cohorts to ensure appropriate representation and interpretation of the results. Cohorts 1 and 4 are attempted censuses² of fully defined populations and are used for the formal KPI reporting and for representative statistical reporting of other data. Results from cohorts 2 and 3 are used for indicative reporting and organisational learning, but due to the undefined nature of these cohorts and the available sample, these are not combined with the data from cohorts 1 and 4.
- The survey is conducted every two years, usually in June, with results published in that year's annual report. The survey was last conducted in 2024, with results published in the 2023–24 annual report. The next survey is scheduled to be conducted in 2026.

Link with the 2025–26 Portfolio Budget Statements

Outcome 1, Program 1.1 p. 328.

² In an attempted census, all potential survey respondents are invited to participate in the survey. This differs from a random sample survey approach, where only some of the potential respondents are invited.

List of requirements

Requirements ³	Page (s)
<ul style="list-style-type: none"> • Statement of preparation • Reporting period for which the plan is prepared • Reporting periods covered by the plan 	ii ii ii
Purpose	2
Key activities	2
<ul style="list-style-type: none"> • Environment • Capability (including Strategic Commissioning Framework) • Risk management • Cooperation • Subsidiaries (where applicable) 	4 5-7 7 9 N/A
<ul style="list-style-type: none"> • Performance measures • Targets for each performance measure 	11-14 10-14

³ In accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* (Cth).

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