



# 2017–21 CORPORATE PLAN

For the period 2017–18



## CDPP

*Australia's Federal Prosecution Service*

Our CDPP Corporate Plan 2017–18 is influenced by our people, is informed by our partner agencies and stakeholders, and is shaped by the expectations of the Australian community.



# Director's Foreword

The Commonwealth Director of Public Prosecutions (CDPP) is Australia's federal prosecution service. Our 2017–18 Corporate Plan guides and connects our work, our partners and our people, to strengthen our prosecution services and our position in Australia's justice system.

Each year our Corporate Plan shapes our direction and focuses our efforts. Our priorities and performance targets outlined in this plan cascade through to legal practice groups and corporate business areas, and together we work as a cohesive team to achieve them in accordance with the *Prosecution Policy of the Commonwealth*.

The transformation of our work practices and systems is converging with the evolution of our organisational culture. Built on a foundation of ethics and integrity, we value innovation, collaboration and diversity. I am actively engaging the organisation in a change program designed to develop core technology skills and capability as building blocks for an agile and flexible way of working. This focus on our people is essential to encourage innovative thinking, generate ideas and share knowledge. I recognise that as we change our systems and processes, we must support our people and culture for us to realise the benefits.

Our national practice model is maturing. It has established specialist teams of lawyers dedicated to prosecuting specific categories of crime nationally. Through this, efficiencies have been gained.

Attention is now turning to optimising this model by upgrading tools, improving support services and reengineering our core business systems as part of our transformation into a digitally enabled workplace.

For the CDPP, these changes are essential to support staff in their work and allow electronic briefs to be received securely and assessed efficiently, in line with the expectations of our partner agencies who are rapidly changing their work practices for the digital era.

With criminal activity becoming increasingly complex, organised and international, the drivers for change have never been more evident. Partner agencies rely on us to bring cases to a close through effective prosecutions—underscoring the importance of our Office transforming in sync with our partner agencies.

Importantly, we are strengthening our approach through new tools and processes to speed up the brief assessment phase, as well as ensuring we reach early resolution of matters.

Partner agencies are engaged in our transformation. They are providing input and feedback as we work towards modernising our processes. This level of collaboration is essential for our prosecution services to keep pace with our changing operating environment.

Each year, we are welcoming new federal prosecutors to our ranks. Our cross-generational workforce is an asset as prosecutors with over 30 years' experience work alongside new recruits, imparting their knowledge and playing a key role in building their expertise. We value diversity in all its forms, and particularly in our people.

It is a pivotal time to be working at the CDPP, and I am thrilled that our people are championing our change program and adopting new digital tools and ways of working. This is further evident in our priorities for the year ahead which include:

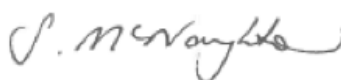
- improving our prosecution services through more efficient assessment of complex multi-faceted briefs—reducing the critical initial brief assessment phase to a maximum of 90 days
- increasing our identification of cases with potential for early resolution
- implementing our digital capability through new systems, tools and targeted solutions via our intranet and case management system
- strengthening early engagement and collaboration with partner agencies to inform and drive more effective investigation and prosecution outcomes
- working with partner agencies to trial methods for receiving and processing electronic briefs
- activating an innovation program to uncover ideas for change, procedural improvements and eliminate inefficient practices
- embedding our national administration service offer to deliver legal support services consistently and more efficiently.

These are some of the key activities that will advance our work practices, our relationships with our partners, and our people.

As we transition to a more digitally enabled workplace the benefits will be reflected in our performance and flow through to our stakeholders, partner agencies and the broader Australian community.

## Statement of preparation

I, as the accountable authority of the Commonwealth Director of Public Prosecutions (CDPP), am pleased to present this Corporate Plan for the periods 2017–18 to 2020–21 as required under paragraph 35(1)(a) and 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



**Sarah McNaughton SC**  
**Commonwealth Director of Public Prosecutions**

8 August 2017

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CDPP Staff

This plan guides annual business and operational planning across our national practice. It has been developed in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and *Public Governance, Performance and Accountability Rule 2014*.

Our CDPP Corporate Plan 2017–18 is influenced by our people, informed by our partner agencies and stakeholders, and shaped by the expectations of the Australian community.

# Outcome

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

## Strategic themes

OUR THREE STRATEGIC THEMES CREATE THE FRAMEWORK FOR ALL THAT WE DO:



# 1

### Our Service

PROVIDING AN EFFICIENT  
AND EFFECTIVE  
PROSECUTION  
SERVICE



# 2

### Our Partners

ENGAGING WITH  
PARTNER AGENCIES AND  
STAKEHOLDERS



# 3

### Our People

INVESTING IN  
OUR PEOPLE

THE THEMES INFORM OUR PLANNING, GUIDE OUR ACTIONS, SET OUR PRIORITIES, AND HELP US ACHIEVE OUR PURPOSE.

## Purpose

Our purpose is to provide an independent prosecution service that contributes to the respect and maintenance of Commonwealth criminal law and public respect in the justice system through the prosecution of crimes.

# Operating environment

The CDPP works in an increasingly dynamic environment prosecuting a diverse range of complex crimes, often transnational in nature and regularly involving large quantities of electronic evidence. The tentacles of criminal syndicates are reaching further than they have ever done before. In this environment, strong partnerships with law enforcement and investigative agencies are critical to ensure prosecutions are timely and limited resources are used effectively.

## Commonwealth prosecutions

Commonwealth criminal activity continues to expand and evolve—criminal cartels, foreign bribery, child exploitation (using carriage services), sophisticated revenue and benefits fraud, large scale and cross border organised crime activity including drug offences, human trafficking, slavery and terrorism offences represent just some of the diverse matters prosecuted.

The nature and complexity of the crimes referred to the Office require our prosecutors to be on call 24 hours a day, seven days a week. They work together with partner agencies to ensure briefs of evidence are thorough and complete, assessed in a timely manner and prosecuted efficiently—especially in the most complex of cases.

The CDPP is regularly called upon to provide pre-brief advice to agencies, often at short notice and in highly pressured circumstances. All prosecutors work to meet set timeframes when assessing new briefs referred to our Office, with many consistently completing assessments within 90 days. As a result we have reduced the timeframe for brief assessment from a maximum of 120 to 90 days to further drive efficiencies in this critical phase of the prosecution lifecycle. This is a significant step forward where tight resource and budget constraints put greater pressure on prosecutors and their support staff to manage larger case loads.

## From global criminal networks to local prosecutions

Our dynamic operating environment, coupled with the complex nature of criminal activity, reflects the increasingly international nature of Commonwealth offending.

With few exceptions, Commonwealth prosecutions are carried out in state and territory Courts in accordance with applicable state and territory procedural laws pursuant to the provisions of the *Judiciary Act 1903*.

Regardless of the state or territory in which cases are prosecuted, our matters are increasingly being reported in the media. Journalists follow high profile matters as they unfold in Court, and regularly request the facts of a case, their status or clarification regarding charges. Media outlets report on cases in the public interest and we remain committed to working with media outlets to enable accurate reporting and to facilitate the promotion of general deterrence.



## Working with stakeholders

We continue to refine and improve our prosecution services for partner agencies. These services cover every aspect of the criminal prosecution process, from pre-brief advice to brief assessment, specialist resources and liaison activity as well as the provision of litigation services throughout the entire court process.

We keep our partners informed throughout the prosecution process and have established proven liaison practices, which extend to regular liaison meetings and the convening of national conferences with key partner agencies to focus on trends, issues, implications and opportunities for improvement.

We collaborate extensively with partner agencies, including on joint initiatives such as the development of referral standards for electronic briefs. Increasingly the desire for paperless and digital practices have brought partners together with the CDPP to design standards in preparation for this digital shift in the issuing, receipt and assessment of electronic briefs.

Strategic and productive partnerships deliver better outcomes and ensure the laws of the Commonwealth are respected, offenders brought to justice and potential offenders deterred.

We share this commitment with Commonwealth agencies and with law enforcement partners at a Federal and state and territory level.

## Factors influencing CDPP outcomes

Typically it is the external factors that influence our operating environment that have the greatest impact on our prosecutions, partners and people. We continue to work proactively to mitigate the impact of these factors, however it remains an ongoing challenge for the Office.

### CDPP HAS FULL CONTROL

- Applying the *Prosecution Policy of the Commonwealth*
- Complying with all statutory obligations

### CDPP HAS PARTIAL CONTROL

- Relationships with partner agencies and other stakeholders
- Constrained fiscal environment and budget allocation for CDPP and its stakeholders

### BEYOND CDPP'S CONTROL

- Volume, timeliness, complexity and quality of incoming briefs of evidence
- Changes in the law
- Operation of the courts
- Instructions of defendants
- Changes to goals, priorities and enforcement policies of partner agencies

# National legal practice

Our core function is prosecuting Commonwealth offences in all states and territories across Australia.

The DPP Act and the *Prosecution Policy of the Commonwealth* are the foundations of our work.

All prosecutions are governed by this policy, and it guides our decision making and all prosecutors must comply with it.

## Our legislative framework

### DIRECTOR OF PUBLIC PROSECUTIONS ACT 1983 (DPP ACT)

The DPP Act established the Office of the Director of Public Prosecutions and the statutory position of Director. It sets out the functions and powers of the Director including independent responsibility for carrying out prosecutions for offences against the laws of the Commonwealth.

### COMMONWEALTH ATTORNEY-GENERAL'S PORTFOLIO

While the CDPP sits within the Commonwealth Attorney-General's portfolio, we operate independently of both the Attorney-General and the political process. However, the Commonwealth Attorney-General has power under section 8 of the DPP Act to issue directions or guidelines to the Director.

### OTHER LEGISLATION AND POLICIES

*Public Governance, Performance and Accountability Act 2013* (the PGPA Act).  
*Public Service Act 1999* (Public Service Act) together with the Australian Public Service (APS) Values and Code of Conduct and APS Employment Principles.  
*Prosecution Policy of the Commonwealth*.

## The way we work

The CDPP has a national legal practice operating model established to provide an efficient, effective and nationally consistent federal prosecution service.

The practice group model is evolving, with stakeholders and partner agencies collaborating with us to drive improvements in the way briefs of evidence are prepared and matters are handled within the CDPP.

The legal practice groups are based on a set of compatible crime types that define the practice group and the matters each prosecutes:

- Commercial, Financial and Corruption
- Revenue and Benefits Fraud
- International Assistance and Specialist Agencies
- Organised Crime and Counter-Terrorism
- Illegal Imports and Exports
- Human Exploitation and Border Protection

Prosecutors are able to build their capability within this model—exploring opportunities to work across jurisdictions and crime types to build their knowledge and experience.

This opportunity to diversify results in an agile, flexible and high performing CDPP.

Turning our strategic themes into actions

» **Providing an efficient and effective prosecution service**

Work together to plan, prepare and deliver timely prosecution services

» **Engaging with partner agencies and stakeholders**

Build strong and effective partnerships fostering cooperation, collaboration and innovation across the criminal justice system

» **Investing in our people**

Develop an agile, diverse, healthy and highly skilled workforce, responsive to the challenges of the future

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# Governance, planning and performance

## Governance and reporting

At the CDPP, governance is about the way we do our work. It's about planning, managing and evaluating our prosecution and corporate practices to improve our performance and ensure we achieve effective outcomes while building capability.

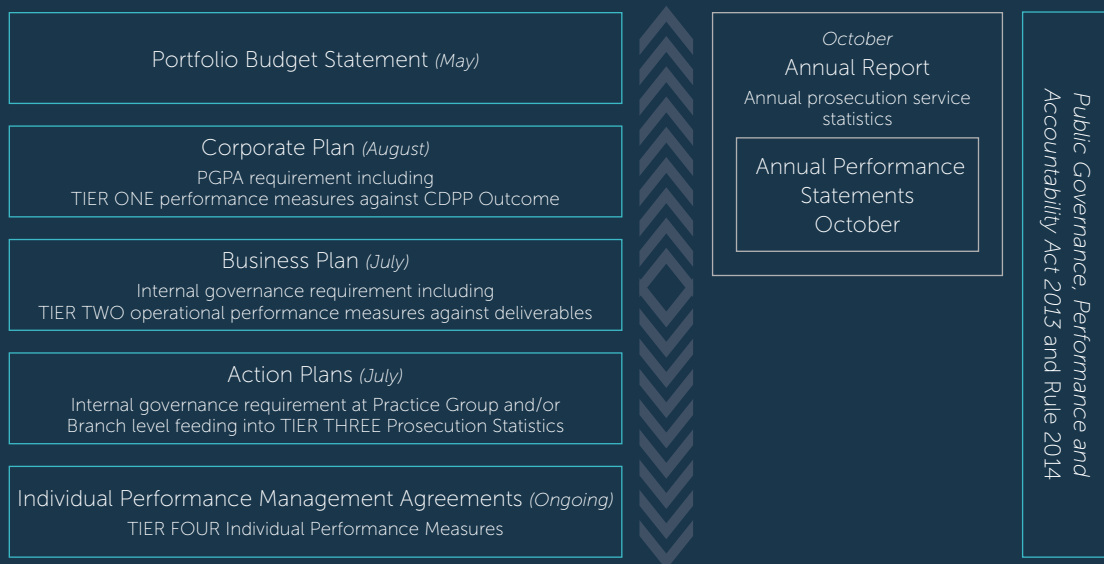
We are continually refining our governance arrangements to ensure they are fit-for-purpose and clear to everyone within the organisation, while being consistent with whole-of-government governance policy.

Good governance considers both performance and accountability within a risk management framework rather than trading one off against the other.

Our governance structure ensures we have the appropriate oversight in place and provides clarity on accountabilities while remaining responsive to our strategic goals and operational challenges.

Our planning at the CDPP complies with the *Public Governance, Performance and Accountability Act 2013* and Rule 2014, which has a number of tiers to enable the mobilisation of the workforce to achieve our Purpose. The Corporate Plan is central to this.

## CDPP Annual Performance, Planning and Reporting Cycle



At the highest level our Portfolio Budget Statement describes the Outcome of delivering on our Purpose.

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

To achieve our Outcome we have a related program of work that is outlined in our annual business plan.

Our strategic themes cascade from this corporate plan into our annual business plan and action plans, ensuring alignment of our operational performance across the organisation.



## 2017–18 Business Plan

Our approach to monitoring, evaluating, reporting and improving operational performance is integrated into our 2017–18 Business Plan.

The Business Plan includes our Purpose, objective and strategies aligned both up and down the planning hierarchy. The plan includes specific performance measures for deliverables aligned with each of our three strategic themes.

Importantly, our business objectives continue to evolve as we progress our transformation agenda. This year innovation, collaboration and diversity are key themes shaping our services, our initiatives and relationships with partners, and investment in our people.

While our program of work includes a number of performance measures, we have chosen three headline deliverables aligned with our strategic themes to focus our efforts, drive performance and achieve our Outcome. They are:



Together, these three strategic performance measures contribute most to achieving our Purpose, while all other performance measures help us strive towards operational excellence.





# CDPP

Australia's Federal Prosecution Service

## BUSINESS PLAN 2017–2018

**PURPOSE:** To provide an independent prosecution service that contributes to the respect and maintenance of Commonwealth criminal law and public respect in the justice system through the prosecution of crimes

STRATEGIC THEMES	PROVIDING AN EFFICIENT AND EFFECTIVE PROSECUTION SERVICE	ENGAGING WITH PARTNER AGENCIES AND STAKEHOLDERS	INVESTING IN OUR PEOPLE
Supporting Objectives	Work together to plan, prepare and deliver timely prosecution services	Build strong and effective partnerships fostering cooperation, collaboration and innovation across the criminal justice system	Develop an agile, diverse, healthy and highly skilled workforce, responsive to the challenges of the future
Headline Deliverables	<ul style="list-style-type: none"><li>• Excellence in prosecution services through improved brief assessment and prosecution processes in accordance with the <i>Prosecution Policy of the Commonwealth</i> through:<ul style="list-style-type: none"><li>– Assessment of briefs within 90 days</li><li>– Standardised workflows</li><li>– Innovative use of technology</li><li>– Working in teams</li></ul></li><li>• Effective resourcing, allocation, monitoring, early resolution and priority setting in cases</li><li>• Lessons learned are captured and communicated</li></ul>	<ul style="list-style-type: none"><li>• Timely and value adding engagement with partner agencies</li></ul>	<ul style="list-style-type: none"><li>• Our people are supported to deliver on all aspects of their work</li><li>• A flexible and diverse workplace</li><li>• An effective professional development program promoting a culture of continuous improvement</li><li>• A Performance Excellence Program delivering:<ul style="list-style-type: none"><li>– Improved skills</li><li>– Closer alignment with the APSC capabilities</li></ul></li></ul>
Risks to Effective Implementation	<ul style="list-style-type: none"><li>• Inability to deliver a timely, high quality prosecution service</li></ul>	<ul style="list-style-type: none"><li>• Partner agency goals and priorities not enhanced and supported</li></ul>	<ul style="list-style-type: none"><li>• High quality staff not developed and supported</li></ul>
Performance Measures	<ul style="list-style-type: none"><li>• 100% compliance in addressing the terms of the test for prosecution</li><li>• 90% of prosecutions result in a conviction</li><li>• 85% of brief assessments completed within 90 days</li></ul>	<ul style="list-style-type: none"><li>• 90% of partner agencies surveyed in the biennial survey conducted by an independent research agency, rate themselves as satisfied or very satisfied with CDPP service delivery</li></ul>	<ul style="list-style-type: none"><li>• 90% of eligible individual performance agreements in place by 30 September 2017</li></ul>

VALUES

| Impartial

| Committed to service

| Accountable

| Respectful

| Ethical

## Performance

Our performance is managed through a combination of careful planning, effective measurement and monitoring which culminates in transparent reporting.

At a strategic level, we have adopted three strategic performance measures to assess how well we deliver an efficient, effective and independent prosecution service.

These measures collectively build a three-dimensional picture of how well we are meeting our Purpose and define what we expect to achieve over the next four years.

# 1

## COMPLIANCE IN ADDRESSING THE TERMS OF THE TEST FOR PROSECUTION IN THE *PROSECUTION POLICY OF THE COMMONWEALTH*

This performance measure has been in place since 1 November 2015. Compliance is measured at selected stages of the prosecution process based on sampling of cases and certification by the CDPD case officer or supervisor that the test for prosecution in the *Prosecution Policy of the Commonwealth* has been addressed.

The test requires the prosecutor to determine whether there is a prima facie case and reasonable prospects of a conviction and whether a prosecution is required in the public interest, when deciding to commence or continue the prosecution. The evidence that the prosecutor has addressed the test includes a completed Prosecution Policy Declaration.

Since introduction of this performance measure, we have achieved 100 per cent compliance in matters at the brief assessment and indictment signing stages. From 22 June 2017 we extended the performance measure to all arrest and breach matters, with a completed Prosecution Policy Declaration required at the following stages: pre-committal, post committal, summary arrest and breach.

### Measurement

Measure	Compliance in addressing the terms of the test for prosecution in the <i>Prosecution Policy of the Commonwealth</i> , namely existence of a prima facie case, reasonable prospects of conviction and that prosecution is required in the public interest, when deciding to commence or continue a prosecution
Description	Whether we are addressing the criteria governing the decision to institute or continue a prosecution, as specified in the <i>Prosecution Policy of the Commonwealth</i>
Rationale	Measure of how fully we are addressing the prosecution test in the <i>Prosecution Policy of the Commonwealth</i>
Collection and Reporting	Progress reports are provided quarterly to the Audit Committee and annually in the Annual Report
Target	Target: <b>100%</b> Results: 2016–17 = <b>100%</b> 2015–16 = <b>100%</b> (data period from 1/11/15 - 30/6/16)

This is detailed in the Australian Government's 2016–17 Portfolio Budget Statements (PBS) on page 264—[www.budget.gov.au/2016-17](http://www.budget.gov.au/2016-17)

## 2

## PARTNER AGENCY SATISFACTION WITH CDPP SERVICE DELIVERY

Understanding partner agency perceptions of the CDPP across a range of service areas provides valuable insights that help shape and improve processes, procedures and performance.

To align with the introduction of the biennial satisfaction survey in 2015–16, we set a partner agency satisfaction target of 90 per cent and achieved a satisfaction rating of 83 per cent. While this result fell slightly short of the target, it captured valuable feedback to help us meet the target in the future.

In response, the CDPP has strengthened relationships with partner agencies through targeted and tailored liaison activity, targeted national conferences and in identifying opportunities to collaborate through the promotion of case outcomes through the media. We have launched a dedicated Partner Agency Portal featuring news and specialist resources, and we continue to work collaboratively with partner agencies as we transform our systems and processes.

The CDPP is seeking to develop and deliver an electronic lodgement system for briefs from partner agencies to increase efficiencies in agency referrals.

**Measurement**

<b>Measure</b>	Partner agency satisfaction with CDPP service delivery
<b>Description</b>	Quantitative and qualitative evidence of partner agency satisfaction with our service delivery characteristics including timeliness, relevance to partner agency business, responsiveness and level of communication.
<b>Rationale</b>	Independent biennial survey of targeted individuals from partner agencies who have dealt with the CDPP over the previous 12–18 months, to deliver a comprehensive evidence base that will inform continuous improvement.
<b>Collection and Reporting</b>	The survey is sent out in April every two years collecting information on the previous 12 months, and reported in the Annual Report relating to the 12 month collection period. The next survey will be released in April 2018 and results reported in the 2017–18 Annual Report.
<b>Target</b>	Target: <b>90%</b> satisfaction score    Results: 2015–16 = <b>83%</b> 2016–17: Not applicable

This is detailed in the Australian Government's 2016–17 Portfolio Budget Statements (PBS) on page 264—[www.budget.gov.au/2016-17](http://www.budget.gov.au/2016-17)

## 3

## PROSECUTIONS RESULTING IN A CONVICTION

We have consistently exceeded the target of 90 per cent set for this measure. These results were achieved through the commitment and hard work of staff in response to the enforcement activities of partner agencies.

We will continue to collaborate with partner agencies to develop effective ways to measure our collective performance, in providing an independent prosecution service that contributes to the respect and maintenance of Commonwealth criminal law and public respect in the justice system through the prosecution of crimes.

**Measurement**

<b>Measure</b>	Prosecutions resulting in a conviction
<b>Description</b>	The conviction/finding of guilt rate is calculated by taking the number of defendants convicted as a percentage of defendants convicted or acquitted. The calculation does not include defendants where the DPP discontinued the prosecution against them in its entirety or where a prosecution has commenced and the defendant failed to appear before a court. It does include findings of guilt that do not result in a conviction.
<b>Rationale</b>	Records stretch back more than 15 years providing a useful, quantitative measure of CDDP outputs. We consider it is useful to retain this quantitative indicator in support of performance measurement into the future. Multiple statutory, prosecution, performance and criminal confiscation statistics are collected, analysed and provided on our website for interested stakeholders.
<b>Collection and Reporting</b>	Progress reports are provided monthly to the Executive Leadership Group, quarterly to the Audit Committee and published annually in the Annual Report. From 2017–18 an additional adjusted figure will be reported which factors in cases that have been entirely discontinued.
<b>Target</b>	Target: <b>90%</b> 2016–17 = <b>99%</b> 2015–16 = <b>97%</b>

This is detailed in the Australian Government's 2016–17 Portfolio Budget Statements (PBS) on page 264—[www.budget.gov.au/2016-17](http://www.budget.gov.au/2016-17)

## Statistical reporting on the prosecution service

Performance measurement relies on accurate and up-to-date data.

We collect a wide range of data through our Case Recording and Information Management System (CRIMS). This tracks referrals from investigative agencies, on-going prosecutions, and completed cases that are the basis of our annual reporting on prosecution statistics. Annual reporting includes:

- CDPP Prosecution Performance Indicators
- defendants dealt with (summary and on indictment)
- outcomes of Prosecution and Defence appeals
- charges dealt with (summary and on indictment)
- referrals from investigative agencies to the CDPP.

Data from the system is relied on to manage files across our national practice group model, and allows us to analyse trends, monitor key performance indicators and inform key management and workforce planning decisions, including:

- rates of referrals across referring agencies and complexities
- timeliness of brief assessments
- tracking of performance indicators
- snap-shot of workloads across Practice Groups and legal branches.

The system is also the core data source on Commonwealth sentencing and prosecution statistics, which informs our investigative agencies on the progress and outcomes of their referrals, provides a source for queries on specific Commonwealth offending, and increasingly is a source for regular national monitoring and reporting. Regular external reporting includes:

- Commonwealth Sentencing Database (CSD)
- Annual Report to Government: Fraud Against the Commonwealth
- Identity Crime and Misuse in Australia
- Agency liaison statistics
- Senate Estimates reporting; Questions on Notice; Senate Committee submissions
- AGD queries
- AFP Criminal Histories.



# Capability and culture

By building workforce capability we will benefit from an innovative and flexible workforce that is able to respond to stakeholder needs, achieve our Outcome, and anticipate future demands.

Our desired culture of collaboration, innovation and diversity underpins our integrated human resource management approach, which considers the capability and resilience of our people, their health and wellbeing, learning and development and the strategies and technology we must have in place to help them thrive.

## Workforce planning

We are committed to improving our workforce planning practices. We will continue to focus on aligning business and strategic workforce planning through initiatives such as:

- a focus on flexible working arrangements
- improving our people metrics, tools and data sources to ensure alignment between our workload and workforce
- the identification of critical roles to inform key succession planning initiatives
- developing and implementing a diversity strategy and associated initiatives
- developing a recruitment strategy that better aligns business objectives with resourcing
- embedding our performance excellence practices and plans
- developing an agency wide capability framework

These are key foundation activities. Future people capability initiatives will build on this solid base, in line with strategic business needs.

## Legal learning and professional development

Ongoing learning, support and continuing education enhances capability, builds more rewarding career paths and fosters positive working experiences for our workforce. This enhanced capability is critical in a rapidly changing operating environment.

Continually developing capability and enhancing our business through targeted learning programs for our lawyers and administrative support staff will drive improvement in performance, productivity and efficiency. To facilitate an ongoing culture of capability our legal learning and development strategy specifically outlines:

- the skills required to build capability for lawyers at all stages and levels through the course of their career at the CDPP

- the delivery of sustainable, continuous improvement in our performance as public servants and as prosecutors
- our approach to instill confidence so that lawyers and administrative staff perform their work at the CDPP with the best knowledge and skills
- the need to continue to reinforce national consistency of prosecutions in accordance with the *Prosecution Policy of the Commonwealth*.

The focus for this period will look at upskilling CDPP legal practitioner's technical skills and digital expertise. This will enable them to adopt new solutions as our part of transitioning and evolving into a digital workplace.

## Digital transformation

We have embarked on a digital transformation journey to ensure our workforce is more agile, connected and flexible. Our digital transformation agenda comprises three elements:

**CONNECT**—enable a connected workforce and strengthen our culture and sense of community

**COLLABORATE**—work together to share knowledge and enhance the way we work together

**COMMUNICATE**—provide tools and channels to communicate effectively with each other

These three dimensions will allow us to adapt to a changing technological world while responding to the diverse range of referrals from partner agencies.

Our work to achieve sustainable change through our digital transformation agenda will help us achieve our Purpose and to meet and exceed our performance targets.

## Communication and stakeholder engagement

Connecting our people and partners through effective communication remains a key driver behind our communications and engagement strategy.

As part of this, we have established new digital channels as integral elements of our digital transformation. We will continue to evolve our new intranet, e-hub, to integrate online forums for collaboration and to share information, news and links to key resources, systems and tools.

We are actively enabling the evolution of our internal Legal Administration Support Service Offering by developing and implementing an online job tracking and workflow solution that will transform the way lawyers access and track time critical legal services central to their work.

Our secure online Partner Agency Portal has been adopted by partner agencies nationally, and it will continue to be enhanced.

In addition to contributing to our digital transformation agenda, our core functions remain a priority. We will:

- proactively develop communication products aimed at positioning the CDPP as an integral contributor to law enforcement, justice and community safety
- continue to raise awareness of prosecution outcomes
- seek out collaborative engagement opportunities with partner agencies to demonstrate our work and benefit to the Australian community through case outcomes and media
- continue to enhance established internal communication services and platforms to support the needs of both legal and corporate areas.

## DIGITAL TRANSFORMATION THROUGH OUR PEOPLE—INNOVATION PROJECT

A new innovation program was established in June 2017 to engage employees to take part and embrace a culture of ideas, change, as well as encourage collaboration and enable innovation.

It is closely aligned to our digital transformation agenda. With our work, systems, guidance and processes having evolved over more than 30 years, we're taking a staff-led crowd sourcing approach to generate ideas—exploring what we could do less of, what we could remove, as well as capture new ideas to enable improvements in our work, systems, processes and culture.

Central to this program is a journey where staff adopt a positive attitude to change and improvement—become idea champions through problem solving.

Success will be defined by how well we enable ideas—ones that are transformative, have impact and build on our positive culture. We're already making major shifts in many parts of our organisation and by embarking on a program designed to improve the way our business works we will achieve numerous benefits.

## Technology

In step with our digital transformation, our ICT project management strategy and implementation continues to take us forward. It is focused on improving our day-to-day IT support as well as delivering fit-for-purpose IT products and contemporary tools and services that represent value for money. We will continue to leverage shared services opportunities where appropriate.

### INFORMATION

Enhance information management to:

- » establish effective information management practices through creation of rich metadata standards.
- » further enable knowledge sharing across our legal business and lawyers to drive effective case management, reduce duplication and ensure best-practice is applied to how matters are managed.
- » review guidance and resources to ensure information is up-to-date, relevant and enables frontline prosecutors to more effectively carry out their core court work.
- » improve the gateway to information through better search capability as well as further connecting our library catalogue and intranet.

### TECHNOLOGY

Develop and deliver:

- » solutions for our legal practitioners to work outside the office.
- » a new legal Business Management Solution to provide better end-to-end management of legal matters.
- » an electronic documents and records management system that aligns with the Government Digital Transformation Policy and the National Archives Digital Continuity 2020 policy.
- » an electronic lodgement system for briefs of partner agencies to increase efficiencies in agency referrals.
- » leverage shared services opportunities.

## DIGITAL TRANSFORMATION THROUGH TECHNOLOGY— BUSINESS MANAGEMENT SOLUTION

The CDPP received funding of \$4.5m for 2017–18 to 2019–20 to develop a new legal Business Management Solution (BMS). It was provided through the Government's Modernisation Fund as part of the 2017–18 Federal Budget.

The BMS will incorporate an Electronic Document and Records Management System, document automation software and document binding and redaction software, access to which can be given from any CDPP office or remotely through secure means. These capabilities will ensure we continue to deliver an efficient and effective prosecution service in accordance with the *Prosecution Policy of the Commonwealth*.

## Resourcing

The expected total resourcing for the CDDP for the period of this corporate plan is shown below:

**2017–18**  
**\$85.58**  
million

**2019–20**  
**\$78.15**  
million

**2018–19**  
**\$84.26**  
million

**2020–21**  
**\$78.30**  
million

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## Sustainable funding

In conjunction with the Department of Finance and the Attorney-General's Department, we have finalised the development of a costing model used to advise the Government on CDDP resourcing implications of new policy proposals that are expected to increase our workload.

We plan to use data from the BMS to maintain the currency of the costing model in the future.





We have well-established systems of risk oversight and management, in accordance with section 16 of the PGPA Act and the *Commonwealth Risk Management Policy*.

CDPP Staff



# Risk management

Our risk management is embedded in our strategy and planning processes through to action plans. It is seen as a preventative measure, rather than as a back-end control. We aspire to implement good risk management practice through:

- the Executive Leadership Group and Audit Committee identifying and considering strategic risks facing the CDPP
- establishing appropriate processes and practices to monitor and manage risks to ensure the successful achievement of our Purpose
- risk-based decision-making by all staff, adopting a true risk management culture
- regular analysis and review of risk management approaches, controls and framework documents.

## Risk appetite

Our strategic purpose is to provide an independent prosecution service that contributes to the respect and maintenance of Commonwealth criminal law and public respect in the justice system through the prosecution of crimes.

We acknowledge that risk is present in almost every activity and can be managed but rarely eliminated. Our Executive has addressed the threshold question of 'How willing is the CDPP to accept risk related to each of the organisation's objectives?'

**The CDPP Executive is comfortable operating within, and aims to sustain, a very low overall risk range.**

Our lowest risk appetite relates to compliance objectives (principally compliance with the *Prosecution Policy of the Commonwealth*), including employee work health and safety. We have a slightly higher risk appetite where prosecution outcomes are concerned ranging to a low risk appetite towards reporting and corporate operations objectives. This means that reducing to reasonably practicable levels the risks originating from prosecutions and our work environment and meeting our legal obligations will take priority over other business objectives.

## CDPP risk profile

The continuum below illustrates the CDPP risk appetite and the risk tolerance for each objective.

### Prosecutions: Tolerance statements consistent with near zero or very low risk appetite

- We do not tolerate breaches of the *Prosecution Policy of the Commonwealth*, Disclosure Policy or Victims of Crime Policy.
- We do not tolerate breaches of National Legal Directions or Practice Group Instructions.
- We have low tolerance for breaches of the Decision Making Matrix.
- We have a low tolerance for directed acquittals or successful 'no case' submissions where they arise from legal error or an incorrect assessment of the strength of the admissible evidence rather than a change in the evidence.
- We have a low tolerance for lack of compliance with brief assessment targets.

### Compliance: Tolerance statements consistent with near zero risk tolerance

- We aim for full compliance with all our statutory obligations (legislative, regulatory or policy, including in relation to work health and safety), but accept there will be compliance breaches from time to time, which we will actively monitor and manage.
- We will not tolerate errors in, or late submission of the annual report, annual performance statements and annual financial statements.

### Corporate operations: Tolerance statements consistent with low risk appetite

- We tolerate a five per cent variation of actual expenditure to budget reviewed quarterly.
- We have a low tolerance for error across all financial management processes.

