

# Strategic Plan 2021-25



New South Wales  
Crime Commission





# New South Wales Crime Commission

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**Michael Barnes**  
*Commissioner*

## Foreword

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The Commission collaborates with its law enforcement partners to make our community safer by combating serious and organised crime and confiscating the proceeds of crime.

Since 1986, successive NSW Governments have entrusted the Commission with extraordinary powers to pursue its important mission. This plan commits us to exercising those powers lawfully and responsibly and in a manner that will most effectively retaliate against the perpetrators of serious and organised crime.

We detect, disrupt and deter such crime and where possible secure evidence for prosecutions.

We deprive criminals of the proceeds of crime to counter the motivation for committing it and to remove the capital for investment in further criminal enterprises.

This plan details the values that underpin all that we do and outlines our strategic objectives for 2021 – 2025. It acknowledges our priorities to continue to develop our highly skilled staff members and to foster our mutually supportive relationships with other law enforcement agencies.

This plan commits the Commission to continually reflect on how it can improve; how it can provide insightful advice to the Minister, the Government and the community; and how it can maximise its impact on serious and organised crime.

*Picture courtesy of Toby Zerna, The Daily Telegraph*



**Our vision is for a safer NSW  
community less impacted by  
serious and organised crime.**

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We contribute to a safer community by detecting,  
disrupting and deterring serious and organised crime  
and by confiscating the proceeds of such crime.

# Our Values

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By adhering to our values we maximise our **I-M-P-A-C-T**.

## Integrity

The confidentiality of the highly sensitive information we collect will be rigorously protected. It will be disseminated in appropriate circumstances only. We will treat our staff, our colleagues in collaborating agencies and those we investigate fairly and honestly.

## Measured

Our extensive coercive powers will be exercised proportionately, with propriety and strictly in accordance with the law. We will thoroughly evaluate our performance against objective measures and we are proud to be judged on the outcomes provided to the people of NSW. We are focused on maximising high quality service delivery.

## Professional

We strive for excellence and take pride in our work. We are committed to continuous improvement and the ongoing development of our expertise.

## Accountable

We will use the public resources provided to us in a responsible and transparent manner to ensure their efficient, effective and appropriate use. We will record reasons for our decisions. We will acknowledge mistakes and take preventive action.

## Collaboration

We recognise that we can best achieve our purpose by collaborating with other law enforcement agencies (LEA). We will seek to do so whenever appropriate and we will treat our colleagues in those agencies honestly and with respect. We will have regard to their operating environments and strategic goals.

## Trustworthy

We are a trusted partner that fosters partnerships based on mutual respect. We provide apolitical and non-partisan advice to Government. We communicate our intentions clearly and invite teamwork and collaboration to achieve outcomes.

# Strategic Framework

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## Foundations

### Values

Ethical values underpin all that we do

### Sustainable agency

Continuous improvement:

- our people
- our products

## Operations

### Intelligence

We collect, collate, analyse and disseminate high quality intelligence

### Investigation

We provide expert assistance to resolve crimes that would otherwise remain unsolved

### Proceeds confiscation

We identify, trace, restrain and confiscate the proceeds of crime

## Outcomes

### Partnerships

We are the partner of choice for other law enforcement agencies

### Impact and influence

We provide reliable advice to government that underpins evidenced based public policy.

We provide insight into the nature and extent of serious and organised crime

# Strategic Objectives

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**The Commission achieves its purpose via our strategic objectives that recognise the need to maximise our impact by providing our partners with quality services not otherwise available to them.**

## Investigation

We conduct collaborative intelligence-led investigations into criminal groups, and serious crime concerns with LEA partners.

We undertake criminal investigations that advance matters beyond the reach of other LEAs or traditional police methodologies by delivering timely, superior intelligence analysis to support strategically selected joint operations.

We provide state of the art investigative technology solutions.

We conduct private hearings where witnesses can be compelled to give evidence.

We assemble and furnish evidence for use in criminal prosecutions.

We maximise our niche capabilities to provide high level support to our LEA partners.

## Criminal Assets Recovery

We identify and pursue individuals who have engaged in serious crime related activity and who have acquired property or wealth or the proceeds of illegal activity.

We maximise the confiscation of the proceeds of crime derived by suspected criminals.

We target high wealth individuals and groups suspected of profiting from crime to have the greatest impact on crime reduction.

We continue to increase the value of the criminal assets and wealth recovered.

We deter profit-driven serious crime by removing the incentive for individuals to engage in this type of conduct.





## Intelligence

We are the exemplars of intelligence practice.

We deliver an early warning strategic intelligence capability that identifies emerging threats.

We maintain a high-quality human source program delivering relevant serious and organised crime related information not otherwise available to the law enforcement agencies.

We undertake post-operational assessments to analyse our investigative methodologies and to identify opportunities to improve.

We deliver timely superior intelligence analysis in relation to strategically selected joint operations.

We disseminate critical and relevant criminal intelligence to our LEA partners in a timely fashion.

**We will achieve these Strategic Objectives by implementing the strategic initiatives set out in the Annual Action Plan for each business unit.**

To maximise our impact in delivering safer communities we focus on areas of activity in which we have specialist capabilities. We augment our impact by leveraging our resources via joint operations.

# Outcomes

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## Partner Of Choice

We adhere to best practice in criminal intelligence, investigative activity and criminal asset recovery.

We add value through the targeted and proper use of our coercive powers and other unique capabilities.

We are continually adapting and refreshing our perspectives and methods to reflect the changes in the criminal environment.

## Shaping And Influencing

We provide timely and accurate advice and make recommendations to the Minister and the Government to minimise the impact of serious and organised crime on the NSW community.

We ensure the Government and the public are aware of the social and economic costs of serious and organised crime.

We engage with partners to advise and influence law reform discussions with the benefit of the strategic intelligence.





**As a sustainable agency, we invest in the development of our people, their management, training and technology.**

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We deliver best practice corporate and enterprise services to support and enable our people.

We deliver quality infrastructure and facilities to enable and support the operational activities.

We support an effective governance process.

We collaborate internally to maximise insights and opportunities.

We constantly look for opportunities to improve.

## Our unique capabilities

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### **We have unique capabilities that we will leverage and enhance.**

Where we identify intelligence gaps, we will work collaboratively with our LEA partners to ensure we deliver cutting-edge responses to the challenges posed by serious and organised crime.

In accordance with our Strategic Objectives, we will continually seek to develop the knowledge and skills of our people so that we can:

- effectively engage in tactical intelligence collection, collation, analysis and dissemination.
- undertake insightful strategic intelligence analysis and reporting.
- utilise coercive powers to compel the production of evidence.
- hold public sittings and produce public reports to inform government and the public of the extent and the harm caused by serious and organised crime.
- deploy cutting edge investigative technology.
- conduct sophisticated forensic financial analysis to pursue crime derived value.
- safely manage long-term high-level human sources.

# Context

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## The environment in which the Commission operates is volatile and dynamic.

Organised Crime Groups (OCGs) constantly adapt their operations to maximise their opportunity for profit, to gain advantages over competitors and to avoid detection and apprehension by LEAs. By necessity, they respond to changes in the political, trade and law enforcement policies of the foreign countries in which they source the illicit products they import to Australia.



OCGs receive assistance from legal and financial professionals who are prepared to facilitate the creation of corporate and other structures that transfer the proceeds of crime and hinder the tracking of its movement. They corrupt officials and pay key employees for “insider” information.

OCGs pay professional money launderers to undertake transactions utilising the proceeds of crime so that it can be either sent out of Australia or recirculated within the country as lawfully obtained funds.

To be successful, the Commission must anticipate or quickly respond to changes in the environment and changes in the methods and activities of the criminal groups they aim to negate.



The terrorist threat faced by Australia also continues to evolve. Both religiously and ideologically motivated extremists are heavily influenced by developments overseas. As a contributing partner agency in the NSW Joint Counter Terrorism Team, the Commission monitors development in foreign jurisdictions and is alert to their local impact.

In a setting of budgetary constraint, the Commission cannot duplicate services available within the larger LEAs. Our value proposition offers our partners access to our unique capabilities via joint operations.





New South Wales  
Crime Commission

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