



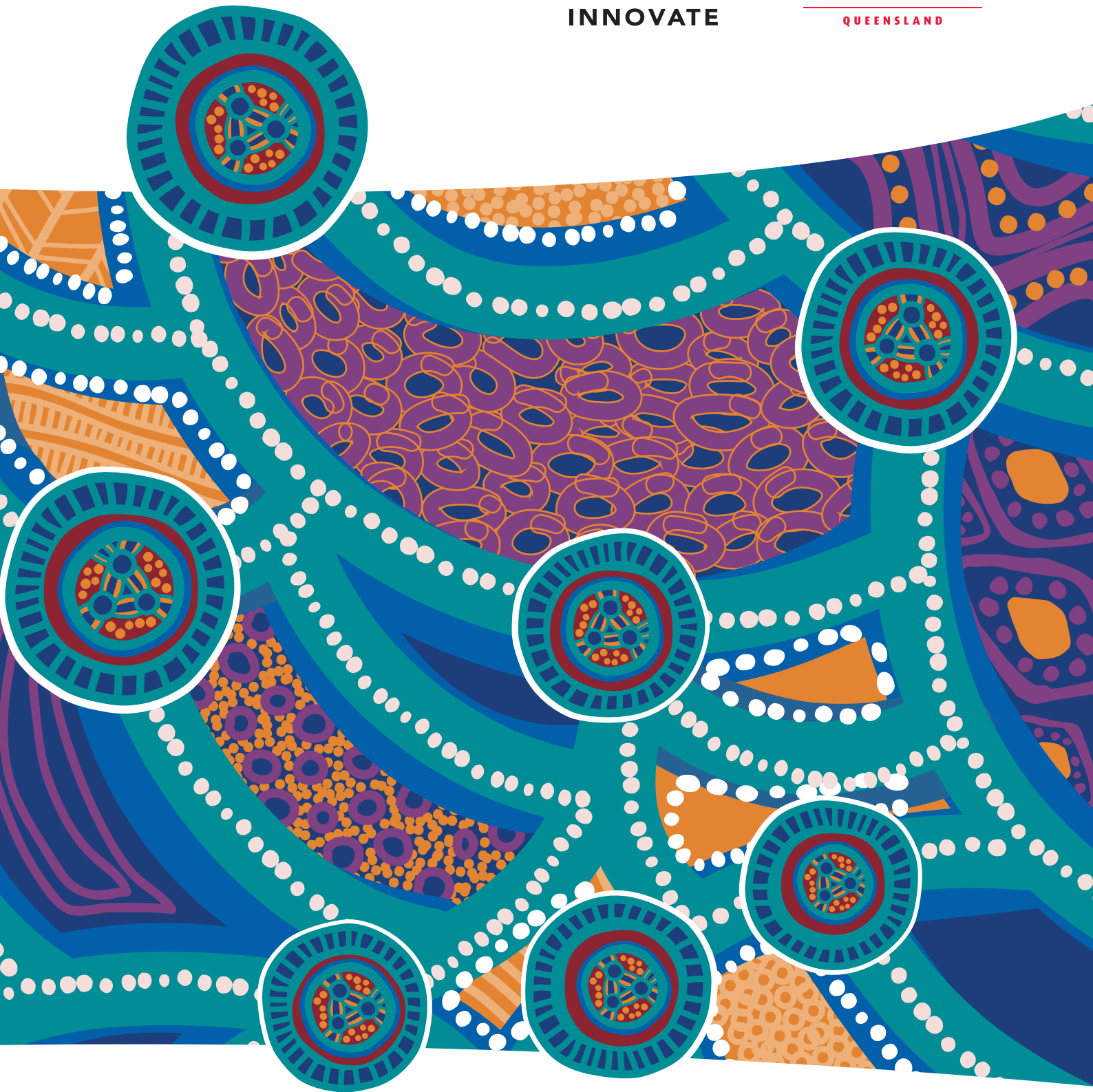
RECONCILIATION  
ACTION PLAN

**INNOVATE**




Crime and Corruption  
Commission

QUEENSLAND



**Innovate**  
Reconciliation Action Plan  
January 2019 – December 2020



**The Crime and  
Corruption Commission  
acknowledges the  
Traditional Owners of the  
land on which we work  
and pay our respects  
to Elders past and  
present and particularly  
acknowledge the  
valuable contribution  
that Aboriginal and Torres  
Strait Islander peoples  
and organisations  
provided in creating our  
'Innovate' Reconciliation  
Action Plan 2019 – 2020.**



The Crime and Corruption Commission's Indigenous icon represents the Commission's commitment to Reconciliation through deliverables in the key target areas of Relationships, Respect and Opportunities. This icon is symbolic of the consultation where the Commission sits listens and respects the Aboriginal and Torres Strait Islander issues with regards to crime and corruption.



**Our vision is to partner with Aboriginal and Torres Strait Islander peoples to form lasting relationships based on mutual trust, respect and understanding in order to support our commitment for all Queenslanders to feel safe in the communities in which they live.**

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# Message from our Chairperson



**The Crime and Corruption Commission is proud to continue our work to advance reconciliation by implementing our first Reconciliation Action Plan.**

In October 2017, Queensland's Crime and Corruption Commission (CCC) reaffirmed that its engagement with Aboriginal and Torres Strait Islander peoples was a priority in terms of its policies and services. I am very pleased that this Reconciliation Action Plan will be a purposeful guide during our ongoing Journey of Reconciliation.

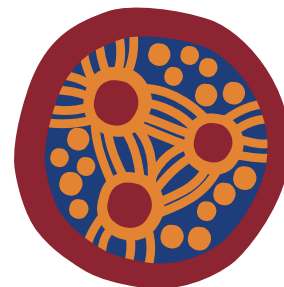
The voices of Aboriginal and Torres Strait Islander peoples are central to ensuring that our engagement is culturally appropriate. The Listening Tours that I have had the privilege of being part of over the last two years have taken us to remote and rural areas of Queensland. Our visits enabled us to gain a person-to-person understanding of the current and potential challenges and issues facing Aboriginal and Torres Strait Islander peoples. What we learned on those visits has helped us consider how the CCC may assist in resolving those challenges.

The CCC Innovate Reconciliation Action Plan January 2019 – December 2020 gives us a framework within which to design and deliver unique and practical services and support to Aboriginal and Torres Strait Islander Queenslanders, and support the national reconciliation movement. We know more can be done to deliver greater respect and trust between the CCC and Aboriginal and Torres Strait Islander peoples. The RAP will give us further opportunities to listen and learn, and guide our agency in delivering unique services. Most importantly, those services will be developed in partnership with Aboriginal and Torres Strait Islander communities.

We believe developing and implementing our Reconciliation Action Plan, which embraces carefully considered actions and practical deliverables, is a major step forward for the Commission. It is a journey that we are proud to take and share with Aboriginal and Torres Strait Islander Queenslanders.

A handwritten signature in blue ink, appearing to read 'A. MacSparran', with a long horizontal flourish extending to the right.

Alan MacSparran QC  
Chairperson  
Crime and Corruption Commission



# Message from Reconciliation Australia



Reconciliation Australia is delighted to welcome the Crime and Corruption Commission Queensland to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, the Crime and Corruption Commission Queensland joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides the Crime and Corruption Commission Queensland with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, the Crime and Corruption Commission Queensland will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish the Crime and Corruption Commission Queensland well as it explores and establishes its own unique approach to reconciliation. We encourage the Crime and Corruption Commission Queensland to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend the Crime and Corruption Commission Queensland on its first RAP, and look forward to following its ongoing reconciliation journey.

A handwritten signature in blue ink, appearing to read "Karen Mundine".

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

# Our vision for Reconciliation

**Our vision is to partner with Aboriginal and Torres Strait Islander peoples to form lasting relationships based on mutual trust, respect and understanding in order to support our commitment for all Queenslanders to feel safe in the communities in which they live.**

We recognise the critical importance of forming lasting, respectful and trusting relationships with Aboriginal and Torres Strait Islander peoples and communities in order for us to achieve our purpose of combating major crime and reducing corruption in Queensland. We recognise the Aboriginal and Torres Strait Islander peoples as the Traditional Owners of this land and acknowledge that these cultures have unique relationships to the land, sea and waterways. We acknowledge the many cultural and linguistic differences of Aboriginal and Torres Strait Islander peoples and we value the unique perspectives and history of Aboriginal and Torres Strait Islander peoples. We recognise that all Australians have a shared history and we acknowledge the past injustices and ongoing inequalities experienced by Aboriginal and Torres Strait Islander peoples and communities. Our aim is to promote a truthful representation of this history within our organisation and the broader community, so that our future relationships can be built on honesty and respect. We are deeply committed to understanding the specific challenges that are faced by Aboriginal and Torres Strait Islander peoples and we are dedicated to ensuring all Queenslanders have access to the rights and protections afforded by the CCC.



# Our business

The CCC is a statutory body set up to combat and reduce the incidence of major crime, and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. We operate from our office in Fortitude Valley.

The origins of the CCC date back to 1989 following the Fitzgerald Inquiry (1987–89) Report. That report recommended the Queensland Parliament establish a body to fight organised crime and corruption to help restore the people’s confidence in our public institutions, and to be responsible for Queensland’s witness protection program.

The Fitzgerald Report changed the policing and political landscape in Queensland. Since that time, the presence of an independent Commission dedicated to fighting organised crime and corruption has been a constant in Queensland public life. Although there have been a number of iterations of the Commission since 1989, the core work of the Commission has essentially remained the same.

Today’s CCC investigates both crime and corruption, has oversight of both the police and the public sector, and protects witnesses. It is the only integrity agency in Australia with this range of functions. The CCC’s work includes:

- investigating organised crime, paedophilia, terrorist activity and other serious crime
- receiving, assessing and investigating allegations of corruption
- undertaking crime and corruption prevention
- recovering the proceeds of crime
- providing the witness protection service for the state of Queensland
- conducting research and undertaking intelligence activities on crime, corruption, policing and other relevant matters.

Our agency has a long and ongoing connection with Aboriginal and Torres Strait Islander peoples and communities. Aboriginal and Torres Strait Islander peoples are important stakeholders in research projects and public inquiries conducted by the CCC. We also receive and manage complaints from Aboriginal and Torres Strait Islander peoples, often relating to their dealings with police, or complaints of fraud or financial mismanagement in community Councils or agencies. We serve an important function in responding to the needs and concerns of Aboriginal and Torres Strait Islander peoples in relation to criminal justice and good governance. Therefore, safe, culturally appropriate engagement as a basis for lasting relationships is a high priority for the CCC.

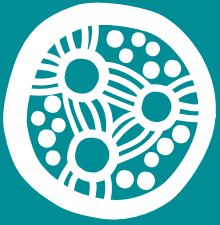
# Our people

Our people are our greatest asset and are central to the services we deliver in fulfilling our role as one of Queensland's integrity agencies. We employ approximately 350 staff across a number of divisions and our officers come from a range of backgrounds, and work to meet the responsibilities of the organisation. Our staff of lawyers, investigators, sworn police officers, social scientists, researchers, financial investigators, intelligence analysts, information technology and surveillance specialists, administrators and support officers incorporates a wide range of cultural backgrounds, specialist expertise and experience.

We are committed to being a values-led organisation. Our values – People, Accountability, Integrity, Courage and Excellence – underpin everything we do and guide the actions of all staff at all levels. We are committed to building an inclusive culture that promotes employee well-being, collaboration, innovation and engagement. We recognise that diversity within the workforce helps to inform our practices and our approach to delivering our core business, and as such, we are committed to creating opportunities to employ Aboriginal and Torres Strait Islander peoples across all areas and disciplines within the CCC. We have a small number of Aboriginal and Torres Strait Islander peoples working at the CCC and we remain committed to the development and implementation of an Employment and Retention Strategy.



*CCC Reconciliation Action Plan Working Group members during a RAP planning session with CCC staff.*



# Our journey to build trust must never end

The journey to build trust between communities and government agencies must never end.

Since the 1991 Royal Commission into Aboriginal Deaths in Custody, many government agencies, including the CCC, have suggested ways to improve the criminal justice system so Aboriginal and Torres Strait Islander peoples are not disadvantaged. There have been countless recommendations made by government agencies to help deal with the problem Aboriginal and Torres Strait Islander peoples face. However, not all of these have been effective so the journey must continue.

Our challenge is to learn from the lessons of the past and to move forward together to build real and lasting change for Aboriginal and Torres Strait Islander peoples in Queensland.

The CCC looked into issues relating to policing in Aboriginal and Torres Strait Islander communities in Queensland. We found there needed to be changes to how police approached their jobs in communities. We suggested community representatives play a bigger role in working alongside the police to solve crime and justice issues in their own community. The CCC found there needed to be improvements in monitoring people inside watch-houses to make sure people are treated well.

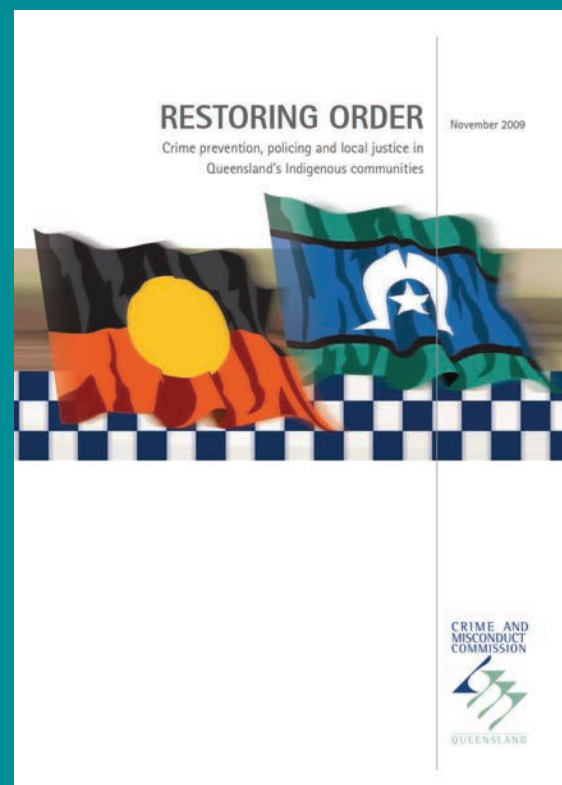
The CCC is responsible for investigating police misconduct and corruption in Queensland. We have oversight of how police deal with their officers when it is alleged they do the wrong thing by engaging in misconduct or corruption.

The police have made many changes to improve how they interact with Aboriginal and Torres Strait Islander communities.

The CCC monitors the penalties given to police officers when they act corruptly. Where we think they are not appropriate, we can challenge them. Recently, the CCC and the police have modified the police discipline process to ensure there is more trust, confidence and transparency in this process.

We commit to always listening to the concerns of Aboriginal and Torres Strait Islander peoples so our journey together can continue to deliver more trust and respect between communities, the police, the government and us.

*Report on the Inquiry into Policing in Queensland's Aboriginal and Torres Strait Islander communities.*







## A shared history and future

The origins of the CCC date back to the landmark Fitzgerald Inquiry in 1987 which investigated police corruption in Queensland for the first time.

The culture of police at that time meant officers were reluctant to speak up about corruption. However, it was the strength of Col Dillon, an Aboriginal police officer, that changed the corrupt police culture forever.

Col joined the police in 1965, two years before the referendum that led to Aboriginal and Torres Strait Islander peoples being counted in the census. He experienced racism within the police but was committed to serving the community and went on to be the highest ranking Aboriginal police officer in Australia.

He was an honest cop and a man of integrity. When he was offered cash bribes and a bottle of alcohol from his colleagues to act corruptly, he rejected the bribes and knew he had to speak out about corruption.

When Col spoke to the Fitzgerald Inquiry, he provided evidence that contributed to many corrupt police officers being charged with serious offences and they were dismissed from the Queensland Police Service.

30 years later, the CCC continues the good work of the Fitzgerald Inquiry. There is no doubt the police culture has improved over the years but we need to work together to solve any ongoing problems and identify new problems if they arise.

It's the CCC's job to help prevent and deal with corruption in the police, local councils, government agencies and by elected officials. We are committed to stopping the bad behaviour of police and other public servants.

Keeping communities safe from drugs and organised crime is also a focus of the CCC.



*Col Dillon (retired) Queensland Police Service Officer.*

To help us do our job, we need other strong and courageous people to speak up when they see corruption happening within the police, councils, government agencies or by elected officials. We also need people to speak up about other crimes.

The CCC is committed to working with Aboriginal and Torres Strait Islander peoples to build safer communities supported by fair and ethical public institutions. To help people speak up we employ an Indigenous Advisor who ensures we engage with Aboriginal and Torres Strait Islander people in a respectful way and builds the cultural competency of CCC staff.

It is the trust and respect between the CCC and communities that will give people the confidence to speak up when they see corruption in their communities.

**Together we can  
reduce corruption  
for the benefit of  
the Queensland  
community.**

# Our RAP

Our RAP is a living document that will guide the CCC on a journey that will ultimately support the achievement of national Reconciliation in Australia. On this journey, we intend to build on our existing capabilities to further develop and foster trusting mutual relationships with Aboriginal and Torres Strait Islander peoples. To this end, the CCC has previously engaged in various Indigenous Engagement Strategies, including:

- employing a dedicated Indigenous Advisor and Indigenous Liaison and Complaints Officers,
- visiting regional communities to identify unique challenges and foster relationships,
- raising staff awareness by celebrating significant events like NAIDOC Week, and
- engaging with an Aboriginal and Torres Strait Islander Consultative Committee.

These were useful in commencing the process of building and encouraging relationships with Aboriginal and Torres Strait Islander peoples and communities, and facilitating access to our agency. We need to ensure that we continue to cultivate an internal culture of respect for Aboriginal and Torres Strait Islander peoples, cultures and histories and that our shared past – good and bad – is acknowledged within our organisation in a meaningful way. As an organisation that values a highly responsive and innovative workforce, building a culturally diverse team is important to us and identifying and creating opportunities with Aboriginal and Torres Strait Islander peoples will contribute to this outcome.

Our RAP is championed by the CCC Chairperson and we intend to establish a 'Group of Champions' from across our workforce to further promote the significance of reconciliation and to assist in the implementation of our RAP initiatives. A RAP Working Group (RWG) has been established to develop and monitor implementation of the CCC RAP. Our RWG is comprised of both Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander staff and external representatives. Under the leadership of the skilled and committed RWG and RAP Champion we will continue to meet twice a year to ensure that targets set out in the RAP are achieved.

Under the leadership of our Chairperson and RAP Champion, Alan MacSporran QC, the RWG members are:

- the Executive Leadership Team;
- Marshall Irwin – CCC Ordinary Commissioner;
- Geoff Binge – CCC Indigenous Advisor
- Dianne Borchert – previous CCC Project Officer;
- Phillip Brooks – (proxy: Cheryl Leavy – Commissioner, Queensland Family and Child Commission); and
- Tammy Williams – Acting Director General, Department of Aboriginal and Torres Strait Islander partnerships.





*CCC RAP Working Group members and staff during a RAP development workshop.*



## We listen and we learn

Aboriginal and Torres Strait Islander cultures dates back thousands of years but the CCC's origins are only 30 years old. We still have a lot to learn.

We are not the Brisbane Crime and Corruption Commission. We are here for all Queenslanders.


The best way to learn is to listen. We have taken some big steps as part of our listening process and we know more needs to be done to deliver greater respect and trust between the CCC and Aboriginal and Torres Strait Islander peoples in Queensland.

We have listened to our Aboriginal and Torres Strait Islander Advisors over the years who have steered this agency in the right direction. We have learnt many lessons about ourselves, about them as individuals and about Aboriginal and Torres Strait Islander peoples because they have been part of our team.

Each year, we proudly support NAIDOC Week celebrations. It is a big event on the CCC calendar and many Aboriginal and Torres Strait Islander leaders have spoken to our staff about their experiences and the need to work together. We learn from these speakers. CCC staff engage with our local Aboriginal and Torres Strait Islander communities through social touch footy matches, bbqs and attendance at family fun days held to support NAIDOC Week. We learn from these events.

The CCC shows respect for Traditional Owners and the continuing connection of Aboriginal and Torres Strait Islander peoples to their Country. We conduct Acknowledgement of Country before special occasions to remind us we are all connected. We have learned how important this ritual is.

The Aboriginal and Torres Strait Islander flags fly proudly outside the CCC Boardroom. This is a tangible sign of respect and our commitment to learn more.



The greatest opportunity to listen to Aboriginal and Torres Strait Islander communities is to sit down and hear their stories for ourselves. Strengthening community engagement remains a priority for the CCC. The CCC's Chairperson, CEO and other staff regularly travel to remote Aboriginal and Torres Strait Islander communities to learn more about the unique challenges they face and share in our joint goal of preventing corruption. These listening tours ensure we remain responsive to the needs of Aboriginal and Torres Strait Islander peoples throughout Queensland.

**We haven't  
finished listening  
so we haven't  
finished learning.**





Strong relationships are built on a foundation of trust and mutual understanding, and this takes time. We want to take the time to listen to Aboriginal and Torres Strait Islander peoples and communities. We want to share our successes and talk about challenges that arise so that together we can come up with unique and innovative solutions. Strong relationships that allow us to work in partnership with the community help to ensure our services are culturally responsive and safe and equally accessible to everyone.

## Action

1. RAP Working Group (RWG) actively monitors RAP development and implementation of actions, tracking progress and reporting.

Deliverable	Timeline	Responsibility
a) RWG oversees the development, endorsement and launch of the RAP	January 2019	CEO
b) Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG	January 2019 January 2020	CEO
c) Meet at least twice per year to monitor and report on RAP implementation	June & December 2019 June & December 2020	Director P & R
d) Establish a 'Group of Champions' from across our workforce to drive RAP targets and initiatives.	October 2019	Chairperson

## Action

2. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.

Deliverable	Timeline	Responsibility
a) Organise one or more internal events for NRW each year	April 2019 April 2020	CEO
b) Register all NRW events via Reconciliation Australia's NRW website	April 2019 April 2020	Director, P & R
c) Support an external NRW event	May – June 2019 May – June 2020	CEO
d) Ensure our RWG participates in an external event to recognise and celebrate NRW	May – June 2019 May – June 2020	CEO
e) Extend an invitation to Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander Australians to share their reconciliation experiences or stories and identify lessons learnt from that experience	April 2019 April 2020	Director, P & R
f) At the time of the announcement of the NRW theme, review internal strategies and plans to identify opportunities to reflect the theme in the business of our agency.	March 2019 March 2020	ED, SCS

### Action

3. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes.

Deliverable	Timeline	Responsibility
a) Rejuvenate current Indigenous Advisor role	February 2019	Director, P & R
b) Develop and implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	October 2019	Director, P & R
c) Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement	October 2019	Director, P & R
d) Continue the regional visit program that is currently being undertaken by the Chairperson and CEO	December 2019 December 2020	Chairperson Director P & R
e) Establish an external Aboriginal and Torres Strait Islander Community Reference Group	November 2019	Director, P & R
f) Work with Aboriginal and Torres Strait Islander communities to establish Terms of Reference for the external Aboriginal and Torres Strait Islander Community Reference Group.	January 2020	Director, P & R

### Action

4. Provide opportunities to create internal and external client awareness of our RAP to promote Reconciliation across our business and sector.

Deliverable	Timeline	Responsibility
a) Develop and implement a strategy to communicate our RAP to all internal and external stakeholders, i.e. internal staff workshops, tab on intranet/internet	April 2019	Director, P & R ED, SCS
b) Promote Reconciliation through ongoing active engagement with all stakeholders, i.e. staged CCC cultural events	October 2019	Director, P & R
c) Include RAP awareness in the CCC's Induction program for all staff	June 2019	ED, SCS
d) Investigate running seminars to educate staff on topical issues and highlight particular challenges for Aboriginal and Torres Strait Islander communities and organisations.	September 2019 September 2020	Director, P & R

Because the CCC is an organisation that must work for all Queenslanders, it is important that we understand, respect and value the unique perspectives of Aboriginal and Torres Strait Islander peoples and cultures, that we accept the truth of past injustices in our shared recent history and recognise the rights of all Aboriginal and Torres Strait Islander peoples. By showing respect, we act with integrity, and this defines our organisation as we move forward together in our shared future.

**Action**

5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.

Deliverable	Timeline	Responsibility
a) Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion)	June 2020	ED, SCS Director, P & R SEO (Corruption)
b) Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training	June 2020	ED, SCS Director, P & R
c) Provide opportunities for RWG members, RAP champions, HR managers and other key leadership staff to participate in cultural training	June 2020	ED, SCS Director, P & R
d) Show support for 'Caring for Country' initiatives at the CCC	December 2019	ED, SCS Director, P & R
e) Investigate cultural experiences and immersion opportunities	June 2020	ED, SCS Director, P & R
f) Recognise Aboriginal and Torres Strait Islander dates of significance in the CCC calendar.	June 2019	ED, SCS Director, P & R



## Action

6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.

Deliverable	Timeline	Responsibility
a) Update and communicate the CCC 'Protocols for Welcome to Country and Acknowledgement of Traditional Owners' policy and procedure	June 2019	ED, SCS Director, P & R
b) Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships	July 2019	ED, SCS Director, P & R
c) Invite Traditional Owners into our office to explain the significance of Welcome to Country and Acknowledgement of Country	May 2019 May 2020	CEO
d) Invite a Traditional Owner to provide a Welcome to Country at significant events, including at our PAICE Awards presentations and our NAIDOC Week staff morning tea	July 2019 July 2020	Director, P & R
e) Include an Acknowledgement of Country at the commencement of all important internal and external meetings	June 2019	ED, SCS
f) Encourage staff to include an Acknowledgement of Country at the commencement of all meetings	June 2019	ED, SCS
g) Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.	December 2019	CEO

### Action

7. Provide opportunities for Aboriginal and Torres Strait Islander staff to engage in significant cultural and community events, such as celebrating NAIDOC Week.

Deliverable	Timeline	Responsibility
a) Review HR policies and procedures to support staff participation in significant cultural events	July 2019	Director, Intel SEO (Crime) Director, P & R
b) Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate in cultural and community events during NAIDOC Week and other cultural events	July 2019 July 2020	Director, Intel SEO (Crime)
c) Provide opportunities for all CCC staff to observe and participate in cultural events such as NAIDOC Week and other cultural events	July 2019 July 2020	Director, Intel SEO (Crime)
d) In consultation with Aboriginal and Torres Strait Islander staff, hold internal NAIDOC Week events	July 2019 July 2020	Director, Intel SEO (Crime)
e) In consultation with Aboriginal and Torres Strait Islander staff, hold an external NAIDOC Week event	July 2019 July 2020	Director, Intel SEO (Crime)
f) Contact our local NAIDOC Week Committee to discover events in our community	June 2019 June 2020	Director, Intel SEO (Crime)
g) At the time of the announcement of the NAIDOC Week theme, review internal strategies and plans to identify opportunities to reflect the theme in the business of our agency	June 2019 June 2020	Director, Intel SEO (Crime)
h) Establish a CCC NAIDOC Committee to guide our support for NAIDOC Week	February 2019 February 2020	Director, Intel SEO (Crime)
i) Develop a Cultural calendar, promoting significant cultural events	January 2019 January 2020	Director, P & R ED, SCS
j) Promote a Cultural calendar listing significant events on the CCC intranet.	January 2019 January 2020	Director, P & R ED, SCS

### Action

8. Recognise and promote opportunities of Cultural Safety that show respect and appreciation for Aboriginal and Torres Strait Islander peoples and cultures in CCC offices.

Deliverable	Timeline	Responsibility
a) Make Aboriginal and Torres Strait Islander cultures visible throughout the CCC	December 2019	ED, SCS
b) Display Aboriginal and Torres Strait Islander artworks throughout CCC offices	June 2020	ED, SCS
c) Recognise staff for their contribution to Reconciliation at annual PAICE awards	June 2020	ED, SCS
d) In consultation with the local Traditional Owners, investigate renaming CCC meeting rooms or other facilities as part of a broader renaming strategy and the appropriateness of incorporating Aboriginal and Torres Strait Islander references	December 2019	ED, SCS
e) Investigate options to define and use culturally appropriate language in work products.	March 2020	ED, SCS

# Opportunities



We are committed to fostering an inclusive culture that promotes employee well-being, collaboration, innovation, and engagement. We value diversity in our workforce, recognising that people from all walks of life have something different and valuable to contribute. By increasing employment opportunities for Aboriginal and Torres Strait Islander peoples within our organisation, not only do we benefit from diverse employment experience, but we also gain the advantage of unique personal and cultural perspectives. Incorporating diverse viewpoints and experiences means that our systems and processes are more responsive to the needs of all Queenslanders.

## Action

9. Investigate ways to improve service delivery and access for Aboriginal and Torres Strait Islander peoples.

Deliverable	Timeline	Responsibility
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- |   |              |                  |
|---|--------------|------------------|
| a) Review the CCC complaints management system to instil confidence in the way that Aboriginal and Torres Strait Islander peoples access this function. | October 2020 | SEO (Corruption) |
|---|--------------|------------------|

## Action

10. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.

Deliverable	Timeline	Responsibility
-------------	----------	----------------

- |  |              |         |
|--|--------------|---------|
| a) Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities  | June 2019    | ED, SCS |
| b) Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy  | October 2020 | ED, SCS |
| c) Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development  | July 2019    | ED, SCS |
| d) Advertise all vacancies in Aboriginal and Torres Strait Islander media  | July 2019    | ED, SCS |
| e) Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace | October 2019 | ED, SCS |
| f) Adopt the Queensland Public Service target of 3% Aboriginal and Torres Strait Islander employees  | June 2020    | ED, SCS |
| g) Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply'.   | March 2019   | ED, SCS |

**Action**

11. Investigate opportunities to sponsor Aboriginal and Torres Strait Islander students and graduates to establish a pathway to higher education and employment at CCC.

Deliverable	Timeline	Responsibility
a) Develop and implement Aboriginal and Torres Strait Islander staff employment pathways (e.g. traineeships or internships, partnerships and cadetships at CCC and with other government departments and universities)	January 2020	ED, SCS Director, P & R
b) Investigate sponsoring a university prize in a field relevant to CCC services and operations and possibility of offering short-term cadetship to winner.	August 2019	Director, P & R

**Action**

12. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.

Deliverable	Timeline	Responsibility
a) Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses	June 2020	ED, SCS
b) Investigate Supply Nation membership to identify Aboriginal and Torres Strait Islander businesses	November 2019	ED, SCS
c) Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services	June 2020	ED, SCS
d) Develop at least three commercial relationships with an Aboriginal and/or Torres Strait Islander owned business	December 2020	CEO
e) Develop an Aboriginal and Torres Strait Islander procurement commitment i.e. increase supplier diversity awareness.	October 2020	ED, SCS

# Governance, Tracking progress and reporting



## Action

13. Report RAP achievements, challenges and learnings to Reconciliation Australia.

Deliverable	Timeline	Responsibility
a) Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually	September 2019 September 2020	CEO
b) Investigate participating in the RAP Barometer	May 2020	Director, P & R
c) Develop and implement systems and capability needs to track, measure and report on RAP activities.	September 2019 September 2020	Director, P & R

## Action

14. Report RAP achievements, challenges and learnings internally and externally.

Deliverable	Timeline	Responsibility
a) Publicly report our RAP achievements, challenges and learnings.	October 2019 October 2020	CEO

## Action

15. Review, refresh and update RAP.

Deliverable	Timeline	Responsibility
a) Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements	June 2020	Director, P & R
b) Send draft RAP to Reconciliation Australia for review and feedback	July 2020	Director, P & R
c) Submit draft RAP to Reconciliation Australia for formal endorsement	December 2020	CEO
d) Aboriginal and Torres Strait Islander Community Reference Group to provide feedback on subsequent RAP development.	November 2020	Director, P & R

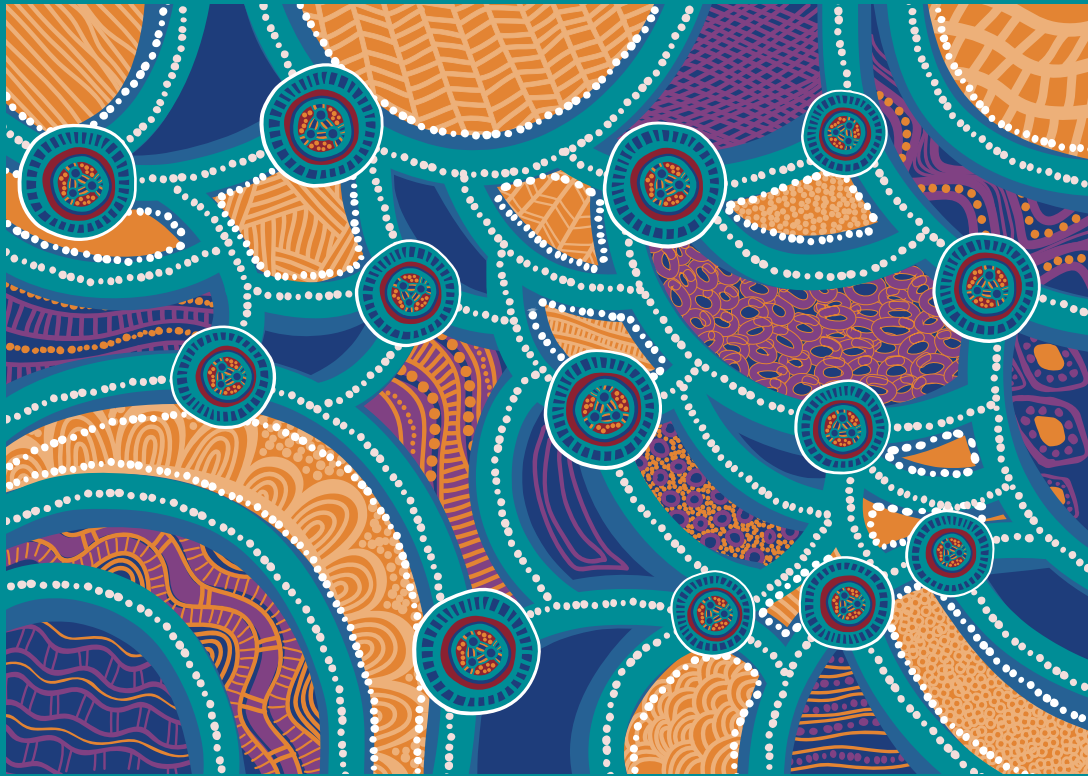
## Abbreviations used through this document

CCC	Crime and Corruption Commission
CEO	Chief Executive Officer
Director, FI	Director, Financial Investigations
Director, Intel	Director, Intelligence
Director, Legal	Director, Legal Services
Director, P & R	Director, Policy and Research
ED, Ops	Executive Director, Operations Support
ED, SCS	Executive Director, Strategy and Corporate Services
ELT	Executive Leadership Team
HR	Human Resources
NAIDOC Week	National Aboriginal (and Torres Strait) Islander Day Observance Committee Week
NRW	National Reconciliation Week
SEO (Corruption)	Senior Executive Officer (Corruption)
SEO (Crime)	Senior Executive Officer (Crime)
RAP	Reconciliation Action Plan
RWG	Reconciliation Action Plan Working Group

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The Aboriginal and Torres Strait Islander design depicts the journey of Reconciliation of the Crime and Corruption Commission. The journey begins with CCC staff moving among Aboriginal and Torres Strait Islander communities and listening, to hear the stories for ourselves. Importantly listening with respect to the past and learning from the lessons shared by Aboriginal and Torres Strait Islander communities to effect and build lasting change for the future. Designer on the Crime and Corruption Commission RAP Leigh Harris from Cairns-based Indigenous digital creative agency ingeous studios is a proud Kangoolu, Gungarri man who is also proud of his mixed Italian and Welsh heritage. Leigh's design work has been a process of many years as an industry specialist and is strongly influenced by his heritage as inspired from traditional and contemporary styles, drawn from his rich knowledge of Country and Culture.



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