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Who we are

The origins of the Crime and Corruption Commission (CCC) date back to July 1989 when Mr Tony Fitzgerald QC presented the Queensland Government with the findings of the *Commission of Inquiry into Possible Illegal Activities and Associated Police Misconduct* (known as the Fitzgerald Inquiry Report).

The Fitzgerald Inquiry recommended the Queensland Parliament establish an independent agency to fight organised crime and corruption to help restore confidence in our public institutions, and to be responsible for Queensland's witness protection program. 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 major crime and corruption, has oversight of both the police and the public sector, recovers the proceeds of crime and protects witnesses.

Our work includes:

- investigating organised crime, paedophilia, terrorist activity and other serious crime
- receiving, assessing and investigating allegations of corruption
- developing strategies to prevent crime and corruption
- conducting research and undertaking intelligence activities on crime, corruption, policing and other relevant matters.

The *Crime and Corruption Act 2001* sets out our agency's primary functions, powers and governance structure. Other legislation supports our functions by enabling us to recover criminal proceeds, protect witnesses, and gather evidence through searches and surveillance.

This legislation includes:

- *Criminal Proceeds Confiscation Act 2002*
- *Police Powers and Responsibilities Act 2000*
- *Telecommunications Interception Act 2009*
- *Telecommunications (Interception and Access) Act 1979 (Cth)*
- *Witness Protection Act 2000*.

Our organisational structure



Note: This organisational chart reflects the CCC's transition to a new, simplified structure which will be finalised by October 2019. A detailed breakdown of staff by division is provided on page 67.

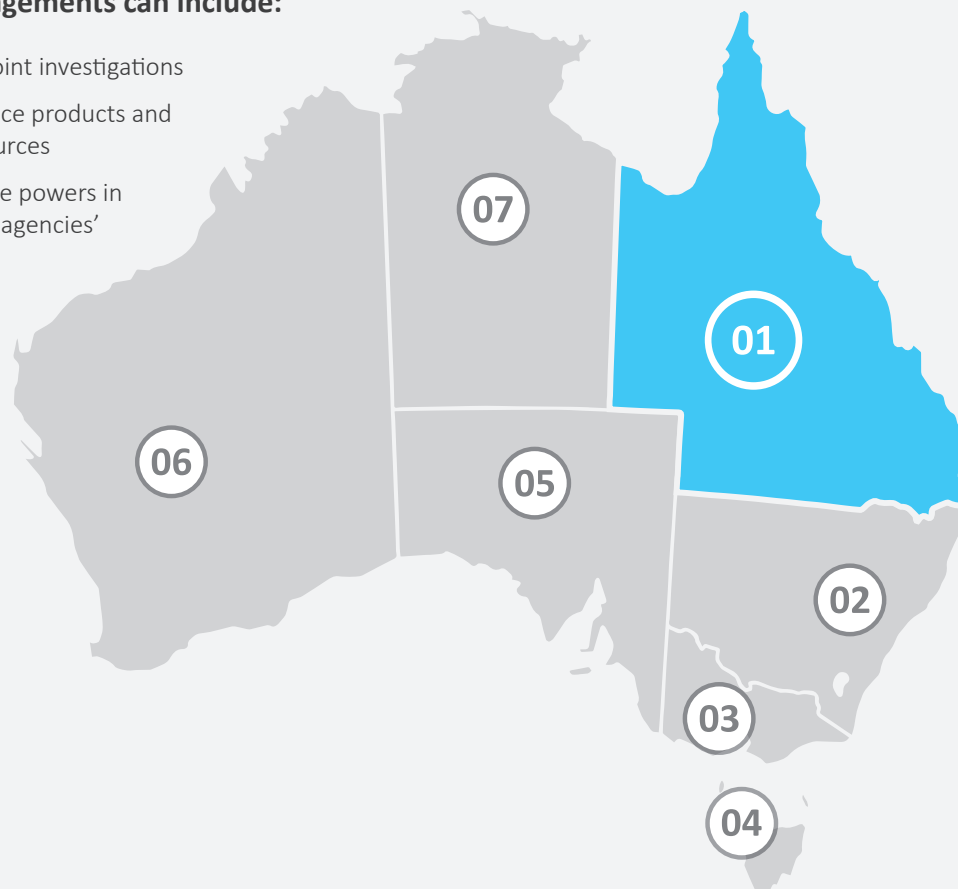


Our stakeholders and partners

In combating major crime and corruption, the CCC works closely with state, national and international law enforcement and anti-corruption agencies.

Partnership arrangements can include:

- participating in joint investigations
- sharing intelligence products and operational resources
- using our coercive powers in support of other agencies' investigations.



Commonwealth Agencies

- Australian Commission for Law Enforcement Integrity
- Australian Criminal Intelligence Commission
- Australian Federal Police

01

Queensland

- Queensland public
- Attorney-General and Minister for Justice
- Parliamentary Crime and Corruption Committee
- Parliamentary Crime and Corruption Commissioner
- Queensland units of public administration
- Office of the Director of Public Prosecutions
- Office of the Independent Assessor
- Queensland Police Service

02

New South Wales

- Independent Commission Against Corruption
- Law Enforcement Conduct Commission
- New South Wales Crime Commission

03

Victoria

Independent Broad-based Anti-corruption Commission

04

Tasmania

Integrity Commission

05

South Australia

- Independent Commissioner Against Corruption
- Office for Public Integrity

06

Western Australia

Corruption and Crime Commission

07

Northern Territory

Independent Commissioner Against Corruption

Message from the Chairperson



It gives me great pleasure to present the CCC's annual report. This report outlines our progress against the objectives in the CCC Strategic Plan 2018–22 and includes outcomes against our specific areas of focus for 2018–19.

Significantly, this year marks the 30th anniversary of a defining event in Queensland's social and political history. In July 1989 Mr Tony Fitzgerald QC presented the Queensland Government with the findings of his landmark inquiry into corruption and organised crime. The Inquiry changed the policing and political landscape in Queensland and across Australia.

The CCC today

Thirty years on from the Fitzgerald Inquiry, the CCC faces new challenges due to advancements in technology, and the significant corruption risks associated with public sector employees being able to access and potentially misuse vast amounts of confidential information.

Australia's law enforcement model is also undergoing substantial and rapid transformation. This year, the CCC reviewed its major crime strategy with a focus on how it can complement the efforts of the Queensland Police Service (QPS) and other law enforcement partners, given the increasingly complex, borderless and technology-enabled crime environment.

The review reinforced that our unique examination and civil confiscation powers, when used in collaboration with our law enforcement partners, are the proper focus of the strategy and activities that ensure the CCC does not duplicate other law enforcement efforts and contributes measurable value to the challenge of reducing major crime in Queensland.

Fighting major crime

We have achieved some excellent operational results in our crime jurisdiction this year. As you will note in this report, the CCC's coercive hearings powers have been used to advance a number of complex and unresolved crime investigations including those related to organised crime, homicides and criminal paedophilia.

We've also continued to see results from our investigation into the alleged activities of a Brisbane-based law firm (Operation Stockade). To date this investigation has resulted in the arrest of a number of people on charges including fraud and money-laundering related offences.

Recovering the proceeds of crime

In 2018–19 the CCC assessed 122 opportunities to undertake proceeds of crime recovery action. These assessments were either initiated by the CCC or referred to the CCC by the QPS. In the same period, the CCC successfully restrained assets to the value of \$28.249 million and forfeited \$13.652 million in assets to the State.

These results highlight that when law enforcement agencies work together and use all the tools available, criminals not only face the prospect of serious criminal charges and custodial sentences, they can often end up with no financial benefit and a debt to the State of Queensland.

Changes to our governing legislation

In March 2019 the CCC welcomed amendments to its governing legislation, the *Crime and Corruption Act 2001*. Key changes were the removal of the benefit or detriment component of the definition of corrupt conduct, the removal of example offences, and the introduction of a requirement for agencies to record the reasons why they have not referred matters to the CCC.

The new definition also recognises that people outside the public sector can exploit, adversely influence or corrupt public sector processes. The CCC can now investigate allegations made about members of the public, if their conduct impairs or could impair public confidence in public administration, leading to them being charged with criminal offences.



Exposing corruption in the local government sector

While I'm confident that the brazen corruption and police misconduct from pre-Fitzgerald days are gone, I am nevertheless mindful of the dynamic and changing environment in which the CCC operates. Our work over the last few years has demonstrated that the threat of corruption remains at all levels of government. Recent corruption investigations have exposed a number of significant and systemic corruption risks in the local government sector.

Operation Front this year has resulted in the former Mayor and seven serving councillors of Logan City Council being charged with 14 serious criminal offences relating to corrupt conduct. It is the first time in our agency's 30-year history that eight elected officials from the same unit of public administration have been charged.

While we await court outcomes from Operation Front, we have already seen a number of convictions arising from our investigation into Ipswich City Council. This investigation found evidence of significant failures in governance, including consistent breaches of policy and official corruption.

As at 30 June 2019, sixteen people including two Mayors, two Chief Executive Officers, a Chief Operating Officer and council employees have been charged with a total of 91 criminal offences.

In July 2019 former Mayor Paul Pisasale was sentenced to two years imprisonment after being found guilty of extortion. A number of other people have also been convicted and received penalties ranging from six months to 4.5 years imprisonment.

Working with our partners to prevent corruption

Last year I reported on the progress of our investigation into corruption and corruption risks in Queensland's correctional services facilities (Taskforce Flaxton). Cooperation with Queensland Corrective Services (QCS), Queensland Health, unions, and academic and policy experts enabled a thorough and productive examination of the issues. Following a series of public hearings, in December we tabled our public report, *Taskforce Flaxton: an examination of corruption risks and corruption in Queensland prisons*, in State Parliament. All 33 of the recommendations we made have been supported (or supported in-principle) by the Government.

Police discipline reform

While changes to the legislative framework remain ongoing, I am pleased by the progress of the new police discipline system which has been trialled since July last year. I am confident that once implemented, the system will result in the more timely resolution of complaints, and greater consistency and fairness across investigations.

Looking ahead

In the year ahead we will continue our operational focus on those crime and corruption threats of greatest impact and harm to the Queensland community. To support our strategies for reducing the incidence of major crime and corruption in Queensland, we will focus on programs to build our hearings, intelligence and financial investigation capabilities.

We'll also place a greater emphasis on engagement and working in partnership with others to inform, educate and empower our stakeholders. This will include a public hearing to support our corruption prevention efforts, the publication of advisories and information on our website, and delivery of our Reconciliation Action Plan.

Lastly, I am confident that the commitment and capability of our staff will continue to ensure our success in fighting crime and public sector corruption. I sincerely thank them for their ongoing dedication and hard work.

Alan MacSporran QC
Chairperson

Message from the CEO



This year has been a period of transformation for the CCC. We have made substantial progress improving how we work together as a unified organisation ready for the future, especially through our investment in staff development and enhancements to our corporate systems and processes.

Designing the organisation for the future

Last year we reported the CCC had implemented a new operating model and operational framework to modernise its operations. While a number of transformative initiatives were launched over that period, we recognised that further work was needed to better position the CCC to achieve its operating and strategic objectives.

In the last twelve months we have focused on identifying the capabilities for improved service delivery, and reorganising the CCC's structure to align with our operating model. While we've identified 38 capabilities, 10 of these are critical. These include workforce planning, innovation, analytics, strategic planning and stakeholder engagement.

In April this year we commenced our transition to a simplified, service-led organisational structure. The revised structure includes five divisions: Crime, Corruption, Operations Support, Corporate Services, and Strategy, Innovation and Insights. The structure also supports stronger governance and strategic resource allocation. It's anticipated that full implementation of the new structure will be complete by October 2019.

The newly established division of Strategy, Innovation and Insights is led by Ms Carolyn Bradley who we welcomed to the CCC late last year. Carolyn and her team have been tasked with facilitating the delivery of our organisation's strategic and transformative capabilities.

Focusing on our people

In the past year the CCC has significantly invested in developing our staff. We've invested over \$550,000 in order to develop capability in critical areas. This represents an increase of 63 per cent and 22 per cent in expenditure over the past two years (2017–18 and 2016–17 respectively).

Specifically, this year's focus has been on targeted leadership programs (Great Managers Program and Future Leaders Program), workforce mobility, mentoring, and talent management. Over the past 12 months, several staff have attained practitioner certification in Prince2 Agile® project management, and Government Investigations (Certificate IV). The 1CCC Mentoring program—another initiative to promote career development opportunities and mobility—attracted 33 mentors and mentees from across the CCC.

I was encouraged by the CCC's 2018 Working for Queensland survey results,

where 60 per cent of staff responded that they were satisfied with the learning and development opportunities provided to them. This reflects an 8 per cent increase from our 2017–18 result, and is 3 per cent higher when compared with the broader Queensland public sector.

Addressing increased demand

In 2018–19 the CCC received additional funding to engage additional frontline staff to address an increasing demand on the CCC's investigative function, particularly in relation to corruption.

I am pleased to report that, while our recent investigations into corrupt conduct have been protracted and complex in nature, we have improved our timeliness in finalising these investigations following a boost in the number of investigative staff. In 2018–19, 80 per cent of corruption investigations were finalised within 12 months, compared to 63 per cent in the previous year. Furthermore, 65 corruption investigations were finalised in 2018–19, an increase from 56 in the previous year.

A key factor contributing to this improved outcome has been the relocation of CCC seconded police officers to frontline



corruption investigation roles. This was essential given the increase in investigations into corruption in the local government sector.

Broader changes to the CCC team responsible for assessing complaints and reviewing investigations referred to units of public administration, has resulted in improved timeliness in assessing complaints. In 2018–19, 76 per cent of matters were assessed within four weeks, compared with 39 per cent in the previous year. Furthermore, 325 final reviews of investigations were conducted, compared with 210 in the previous year.

Modernising our systems

In order to remain financially sustainable in the long term, the CCC has invested in a multi-year Digital Workplace Program (DWP). This supports our intention to reduce the total cost of ownership of infrastructure and move to an as-a-service model for our operations and systems. The DWP will significantly enhance our intelligence analysis, the processing of digital evidence, and provide for a secure and contemporary cloud-based platform.

Other efforts to support a digital workplace include the implementation of a new security framework, improved forensic computing technology, a new case management system, and the implementation of a “Cloud” computing strategy focused on back-up and disaster recovery.

Although scheduled for deployment in July 2019, the release of our integrated case management system has been delayed due to scope and contract changes. We are committed to implementing a quality system that is fit-for-purpose, and delivered within budget in the first half of 2020.

We are also about to implement a new governance, risk and compliance system that will support stronger corporate governance and strategic performance. This and other initiatives are designed to improve our capacity to ensure compliance, transparency and accountability.

Our staff

The year has been a challenging one with a lot of significant change projects including the new organisation design to implement. The entire CCC leadership team recognise that our staff have played an integral part in testing the organisation’s new structure and being part of the transition process. We are extremely proud of their hard work and their willingness to stretch themselves to work through challenging new projects while also supporting each other. On behalf of the leadership team I thank our staff for their continued focus and commitment to achieving our purpose of combating major crime and reducing corruption for the benefit of the Queensland community.

Jen O’Farrell

Chief Executive Officer

Our strategic objectives

The *CCC Strategic Plan 2018–22* provides the foundation for this annual report as we track our progress against our two strategic objectives, and areas of focus for 2018–19.

Objective

Reduce the incidence of major crime and corruption

Our strategies:

- Pursue areas of high threat through research, intelligence, hearings and investigations
- Pursue recovery of proceeds of crime for the benefit of Queenslanders
- Raise awareness of emerging crime and corruption issues
- Provide independent advice to government in order to inform public policy.

Objective

Build our organisational capability

Our strategies:

- Implement the CCC people and culture strategy which has been designed to foster an inclusive culture that promotes employee wellbeing, collaboration, innovation, and engagement
- Ensure system performance and continuity of information technology services while enhancing and executing plans to modernise our systems.

Measures of success

We evaluate our performance against the following measures:

- Public confidence in the performance and value of the CCC
- Quality, consistent and timely investigations
- Improved stakeholder engagement
- Effective governance of our projects and programs
- Improved staff capability and engagement



A snapshot of our performance is provided on page 14.



Areas of focus

Illicit markets

Target participants in criminal organisations that are active in illicit markets of highest threat to Queensland communities

Organised crime threats and unresolved major crime

Respond to the most serious organised crime threats and advance investigations into unresolved major crime

Investigations into corruption

Pursue corruption involving elected officials, excessive use of force and misuse of confidential information

Police discipline

Collaborate with key stakeholders to implement and monitor a program of reform of the police complaints and discipline system

Improve organisational performance

Continue to improve organisational performance through the development of our data analytics capability, the implementation of an integrated case management system, and by focusing on our workforce through targeted leadership development programs, workforce mobility, mentoring and talent management

Detailed information on our outcomes against each area of focus is provided on pages 21 to 60.

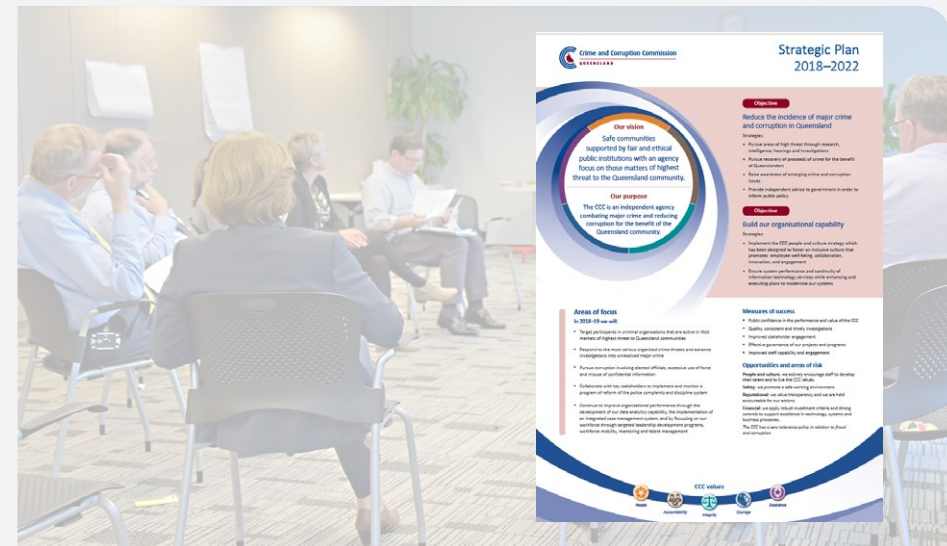
How we plan

The CCC's strategic plan sets the strategic direction of our agency and guides our day-to-day operations. We review our strategic plan annually to ensure we remain responsive to emerging issues and challenges.

As part of this process, we develop

one-year focus areas for us to prioritise our efforts in the coming year.

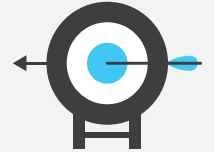
From our strategic plan, we develop an annual operational plan that identifies the high-level, agency-wide activities to be undertaken during the year to progress our strategic areas of focus and help us achieve our strategic objectives.



Above: CCC staff in a planning session and our Strategic Plan for 2018–22

2018–19 at a glance

Objective: Reduce the incidence of major crime and corruption



Public confidence in the performance and value of the CCC and improved stakeholder engagement

- Made 33 recommendations in our report *Taskforce Flaxton: An examination of corruption risks and corruption in Queensland prisons*
- Tabled *Culture and corruption risks in local government: lessons from an investigation into Ipswich City Council (Operation Windage)*
- Finalised *Review of Terrorism (Preventative Detention) Act 2005*
- Launched our first Reconciliation Action Plan
- Visited six Indigenous communities to build relationships with Queenslanders in regional areas
- Co-presented at QPS Senior Officer Professional Practice forums on the new police discipline system and corruption prevention
- Launched new CCC Connect eNewsletter
- Developed a Stakeholder Engagement Strategy
- Commenced design of a new website
- Issued a joint communique with heads of all Australian anti-corruption agencies on International Anti-Corruption Day
- Published six corruption *Prevention in focus* papers
- Published *Corruption in Queensland: perceptions and prevention*
- 433,793 total page views of the CCC website



Quality, consistent and timely investigations

- Finalised 37 crime and intelligence investigations
- Held 208 crime and intelligence hearings, with 220 witnesses examined
- 271 witnesses attended our crime, intelligence and corruption hearings
- Undertook significant investigations into local government sector – Operation Windage and Operation Front (see pages 36 and 37)
- Finalised 65 corruption investigations
- Disseminated 157 intelligence reports to external law enforcement agencies
- 76 per cent of corruption complaints assessed within four weeks
- Charged 13 people with 28 offences related to corrupt conduct by elected officials; made nine prevention recommendations
- Charged three people with 88 offences relating to misuse of confidential information; made 29 prevention recommendations

Other measures of timeliness are included with our Service delivery standards on page 16.



Objective: Build our organisational capability



Improved staff capability and engagement

- Identified critical capabilities for current and future service delivery
- Invested \$555,558 in developing staff capability
- Developed 1CCC Leadership Capability Roadmap
- Developed People Growth Strategy
- 12 staff participated in the Great Managers Program
- 35 staff participated in the Future Leaders program
- Trained 19 staff in Prince2 Agile® project management
- 33 staff participated in 1CCC mentoring program
- 18 staff undertook Certificate IV in Government Investigations
- Provided 27 staff with assistance for tertiary education
- Launched first phase of ongoing workforce mobility initiative
- Values Playbook launched by the CCC's Values and Culture Group
- 299 (80 per cent) of staff completed the Working for Queensland Employee Opinion Survey
- Held staff forums and workshops as part of our Wellbeing Program
- Recognised staff performance at the annual PAICE corporate awards ceremony
- Celebrated National Reconciliation Week and NAIDOC Week
- Continued to support community events including the 2019 Queensland Legal Walk



Effective governance of our projects and programs

- Commenced the transition to a simplified, service-led structure, in line with the 1CCC operating model
- Launched the Digital Workplace Program
- Implemented new forensic computing technology
- Progressed development of a new case management system
- Developed a new Governance, Risk and Compliance system
- Developed a new Information Security Management Framework
- Implemented Convergta, an accounts payable software package
- Outsourced our mail screening to Decipher
- Completed our Infrastructure Replacement Program

Performance information

Service delivery standards

The following information is used by the CCC and the government to assess the overall performance of our service delivery as published in the State Budget Service Delivery Statements (2018–19). This supports our overarching objective to protect Queenslanders from major crime and corruption. Where comparative data is available, five-year trends are provided below.

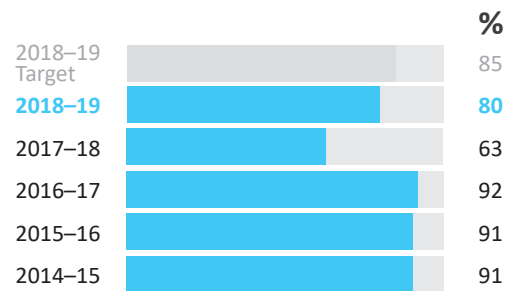
Service: Crime Fighting and Anti-Corruption

● Target ● Actual

Percentage of targeted criminal entities which are disrupted as a result of CCC crime investigations



Percentage of investigated matters finalised within 12 months¹



Percentage of corruption investigations resulting in significant outcomes^{2,3}



Average cost per referred crime investigation²



Percentage of referred crime investigations finalised within six months^{2,4}



Average cost per complaint assessment²



Notes:

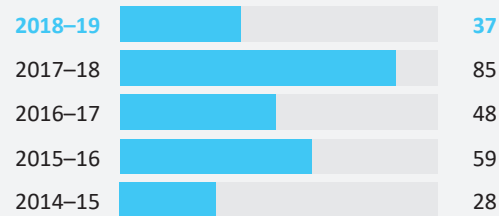
- 2018–19 target not met. In 2018–19, 52 out of 65 investigation matters were finalised within 12 months. The target was impacted by a number of complex matters primarily from local government and public service departments.
- New measure introduced in 2018–19.
- The 2018–19 result is higher than the estimated actual published in the 2019–20 Service Delivery Statement due to a high number of matters being finalised at the end of the financial year.
- 2018–19 target not met. Twenty-two out of 30 referred crime investigations were finalised within six months. The remaining eight matters related to protracted crime investigations into homicides, a shooting, fraud and drug trafficking.



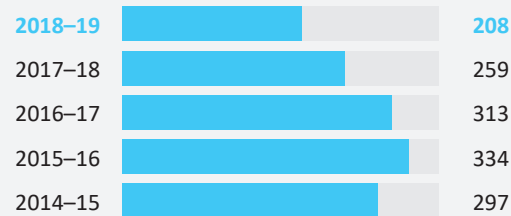
Other operational outcomes

Aspects of our work involve referrals from external agencies, primarily the QPS (crime investigations, hearings, proceeds of crime recovery) and units of public administration (allegations of corruption). As it's important to remain responsive to our external stakeholders, we do not develop annual targets for all of our performance indicators. Instead we maintain a flexible resourcing model in order to focus our effort on areas of highest need. Provided below is five-year comparative data for our operational work.

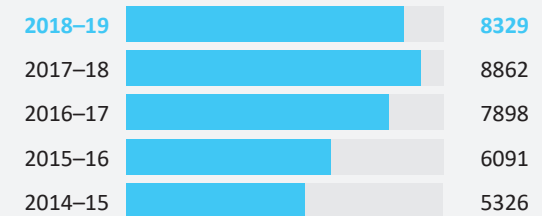
Crime investigations finalised



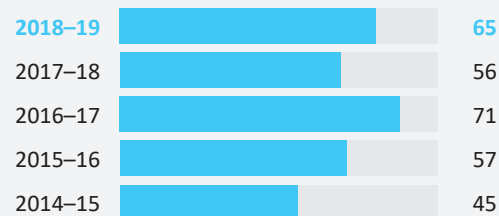
Crime hearing days



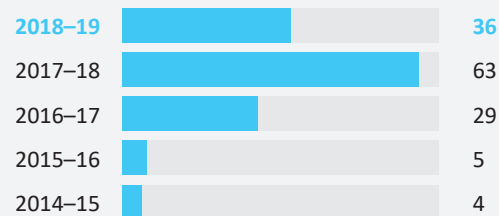
Corruption allegations received



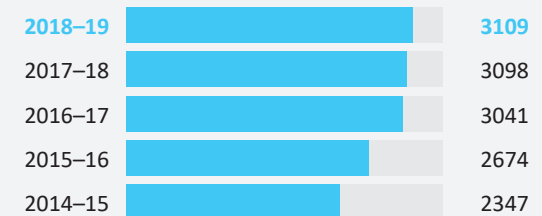
Corruption investigations finalised



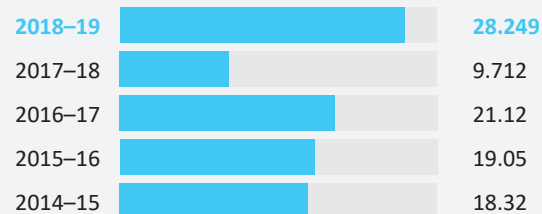
Corruption hearing days



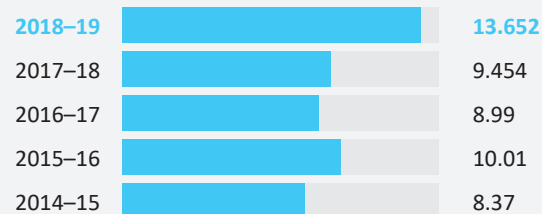
Corruption complaints received



Value of assets restrained (\$ million)



Value of assets forfeited (\$ million)



Financial summary

This financial summary provides an overview of the CCC's financial performance for the 2018–19 financial year.

A detailed view of the CCC's financial performance is provided in the financial statements (see page 79).

Overview

The CCC had a net operating surplus of \$216,000 in 2018–19. This surplus is mainly due to timing adjustments in expenditure incurred in the development of the new Case Management System (CMS) and the Digital Workplace Program (DWP), and the extended time taken to fill positions that were funded by government in 2018–19.

Revenue

Total revenue for 2018–19 was \$59.331 million, increasing by 3.86 per cent or \$2.203 million from 2017–18. The increase in revenue is primarily due to funding from government for additional frontline staff and the DWP.

The State Government grant funds forms 96.99 per cent of the CCC's total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including staff car parking income and gains on sale of plant and equipment. The CCC also receives non-cash contributions for services from the QPS in relation to provision of police operational support and from the Department of Housing and Public Works in relation to archival services.

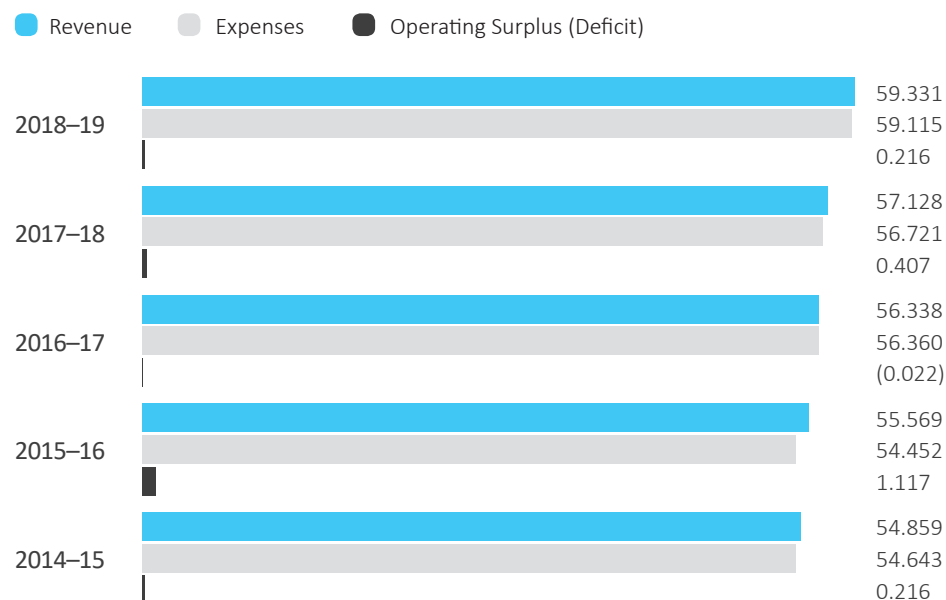
In accordance with government policy, the CCC recognises these services both as revenue and expenditure only if the services would have been purchased, had they not been donated, and if their fair value can be measured reliably.

Additional funding

During 2018–19 the CCC received additional funding for enterprise bargaining (EB) increases, to develop a new CMS, to continue crime hearings, to recruit additional frontline staff, and to significantly enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform. The Government has committed the following additional funding for the 2019–20 financial year:

- \$3.6 million (\$3.9 million per annum ongoing from 2021–22) to enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform (DWP)
- \$1.8 million (\$1.9 million per annum ongoing from 2021–22) for additional frontline staff
- \$1 million per annum ongoing to maintain a team to work in the proceeds of crime schemes
- \$0.8 million to continue the development of a new CMS and
- \$0.9 million per annum until 2019–20 to fund the criminal intelligence hearings team.

Figure 1. Financial results 2014–15 to 2018–19 (\$ million)



Expenditure

Total expenditure for 2018–19 was \$59.115 million, an increase of 4.22 per cent or \$2.394 million from the 2017–18 financial year.

This is mainly due to employee expenditure that increased by 4.58 per cent or \$1.849 million over the previous year. The CCC spent \$13.494 million for supplies and services expenditure in 2018–19, compared to \$13.264 million in 2017–18. This is an increase of 1.74 per cent or \$0.230 million from the previous year, and is mainly due to higher furniture and equipment (non-asset) expenditure incurred as part of an upgrade to existing facilities at Green Square and continued enhancements to the CCC's offsite office premises.

Payments for office accommodation are the highest category of supplies and services expenditure at \$4.220 million or 31.27 per cent of total supplies and services expenditure.

Consultants and contractors for various services are the second highest category of expenditure at \$2.271 million or 16.83 per cent, followed by telecommunications and access costs at \$1.238 million or 9.17 per cent.

Software expenditure has decreased significantly in 2018–19 from previous years due to the CCC not renewing some current license agreements due to the DWP.

All other expenditure remained relatively consistent with the previous financial year.

Financial position

Capital Acquisitions

The CCC invested \$2.853 million on capital acquisitions during the financial year compared to \$3.601 million in 2017–18, mainly as part of the ongoing asset replacement and maintenance program in accordance with the CCC's Asset Strategic Plan.

Assets

As at 30 June 2019 CCC total assets were valued at \$24.190 million compared to \$27.445 million in 2017–18, a decrease of \$3.255 million from the previous year. The decrease is mainly due to a majority of current year capital acquisitions being internally funded and the CCC's entry into the Annual Leave Central Scheme (ALCS) during 2018–19. Both of these factors have resulted in a decrease in cash reserves held by the CCC.

Liabilities

As at 30 June 2019 the CCC's liabilities were valued at \$5.765 million compared to \$9.551 million in the previous year. This is a decrease of \$3.786 million or 39.63 per cent and relates mainly to the CCC joining the ALCS, a lower level of ICT capital spend close to balance date and a reduction in unearned revenue in 2018–19.

Net equity

As at 30 June 2019 the CCC's equity was valued at \$18.425 million. This is an increase of \$0.531 million or 2.96 per cent and is due to a \$0.315 million equity injection from Government to fund the development of a new CMS and the \$0.216 million operating surplus for 2018–19.

Current ratio

As at 30 June 2019 the CCC's current ratio is 2.83 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity – its ability to meet short-term debts.

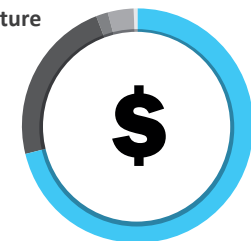
Figure 2.
Revenue and expenditure

Revenue



Category	Per cent
Grants	96.99%
Other contributions	1.88%
Interest revenue	0.82%
Other revenue	0.32%

Expenditure



Category	Per cent
Employee expenses	71.37%
Supplies and services	22.83%
Services received below fair value	1.88%
Depreciation and amortisation	3.53%
Other expenses	0.39%

Looking ahead

To support the delivery of our services and further our longer term strategic objectives we intend to deliver the following activities in 2019–20:

Reduce the incidence of major crime and corruption



Conduct a public hearing into the access and misuse of information



Develop a corruption prevention strategy



Develop a case categorisation and prioritisation model for crime matter case assessment



Develop a Crime stakeholder engagement strategy

Build our organisational capability



Deliver a new CCC website



Continue to implement our Digital Workplace Program



Implement our new Case Management System and Operations Manual



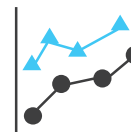
Deliver our Governance, Risk and Compliance system



Continue to implement our CCC Innovate Reconciliation Action Plan



Ensure the CCC's actions and decisions are compatible with the 23 human rights outlined in the *Human Rights Act 2019*



Develop insights and digital strategies



Develop a Workforce Strategy



Launch Phases 2 and 3 of our workforce mobility initiative

