Building our organisational capability

Key strategies:

- Develop capabilities to create a healthy, collaborative and innovative culture
- Modernise our assets, systems and processes to improve investigative outcomes
- Leverage data to become an insights driven agency

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Focus area | Critical organisational capabilities

Last year we reported the CCC had identified ten critical capabilities to focus on developing to ensure we continue to deliver our services efficiently and effectively. As a result, critical organisational capabilities became an area of focus for 2019–20. Throughout this year, we have demonstrated our commitment to positioning our agency for the future through developments aimed at improving our workplace capabilities and the capabilities of our staff.

Developing our people

We are focused on our people as we believe the commitment, skills and values of our staff are central to delivering the outcomes of the CCC. We are committed to making the CCC a great place to work. We aim to develop inspirational leaders who react well in stressful situations, support and collaborate with their peers and team members, and exhibit sound judgement. We want staff to be proud to be part of the CCC and to be recognised and valued for the work that they do.

Focusing on wellbeing

The work of the CCC can sometimes be challenging, and we remain committed to enhancing the wellbeing of our staff. Wellbeing is a key issue, and we strive to ensure that our staff are happy, productive and motivated at work.

The key challenge for the CCC in 2019–20, like all organisations, has been the COVID-19 health crisis. Through this event the CCC has maintained a high level of communication with our staff to provide them with timely, accurate and factual information. The CCC has also used digital platforms to keep our people socially connected while physically distant.

Since August 2017 we have partnered with Converge International to provide our Employee Assistance Program. Converge International supplies a confidential personal coaching and counselling service which can be accessed through self-referral or management referral. CCC staff can access up to four sessions per year (per issue) for themselves or an immediate family member.

The CCC actively promotes the services of Converge International through the 1CCC Induction Program and published online materials. The CCC also maintains a regulated and proactive psychological assessment program for our staff members deemed at risk of psychological injury as a result of the work they undertake.

Growing our inclusive culture

In 2019–20, the CCC's Values and Culture Group continued to lead initiatives to embed and support our organisational values of People, Accountability, Integrity, Courage and Excellence. One of these initiatives was Team CCC Day. Team CCC Day is a day to reflect on the 1CCC values, and in particular the CCC's "People" value by celebrating our people and our teams. This year marked our fourth Team CCC Day. Team CCC Day was held on 20 September 2019. Various activities open to all staff members were hosted by teams and divisions to promote collaboration and social cohesion. Another initiative is the Values Playbook. The Values Playbook continues to support new and emerging leaders to encourage values-based behaviours. The guide provides practical suggestions for integrating the CCC's values and values-based behaviour into the day-to-day operations of teams and to develop a positive and productive workplace culture.

As a modern workplace, the CCC strives to create a work environment that fosters and supports inclusion and diversity. We already enjoy strong representation of women in leadership roles as well as robust gender equity at all levels of the organisation within our

permanent, non-police workforce. A key element of the CCC's RAP (see pages 50–51) is the commitment to improving employment outcomes for Aboriginal and Torres Strait Islander peoples within the CCC. Already the RAP has led to the concurrent advertising of all CCC roles on Indigenous job boards as well as the SmartJobs site, and the inclusion of specific language in role descriptions and advertising to encourage Aboriginal and Torres Strait Islander peoples to apply for our roles. Cultural Awareness training has also been undertaken across the CCC in an effort to support the process of building cultural competence. Future efforts will focus on entry pathways for Aboriginal and Torres Strait Islander peoples as well as leveraging what we have learned to support the employment of other under-represented groups such as people living with disability, people from culturally and linguistically diverse backgrounds, and LGBTIQ+ people.

Supporting ethical conduct

The CCC's Code of Conduct provides guidance to staff on appropriate behaviour consistent with the principles outlined in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government
- accountability and transparency.

These principles underpin the values detailed in our strategic plan. New staff are provided with the CCC Code of Conduct upon commencement and complete an eLearning module in their first week of employment. Existing staff complete regular refresher training. Our CCC's Governance Framework also outlines the values, attitudes and behaviours expected of all CCC staff.

The CCC's policy framework is derived from the Code of Conduct and the standards established for the broader public sector through the directives issued by the Public Service Commission and the Office of Industrial Relations. Policies relevant to specific areas of fraud and corruption risk such as procurement and recruitment and selection are also subject to mandatory training modules prior to the use of the delegations provided in those policies.

Engaging with our people

Consultative forum

We engage with our people formally through a consultative committee with participation from both CCC staff and management. Both our Chairperson and Chief Executive Officer are active members of this committee which meets regularly to raise and discuss industrial or employee relations issues.

Working for Queensland employee opinion survey

Each year, the Working for Queensland Survey measures workplace climate and in 2019–20 was conducted from 2 to 30 September 2019. In total, 319 staff members (84 per cent of our headcount) participated in the survey. A participation rate as high as this provides confidence that the responses are accurately reflective of the workplace climate.

There was a general fall against all workplace factors in 2019 when compared to the 2018 Working for Queensland Survey results. Understanding what was occurring in the CCC prior to the administration of the survey helps to contextualise these results.

The 2019 survey was conducted during CCC Transform, the agency's service-led restructure. As a result of CCC Transform, many staff members experienced changes to their division, their leader, their team and their role. The CCC was also implementing a number of significant organisational improvement projects during the survey period, which required significant input from a large number of people across the CCC. While additional resources were dedicated to supporting the delivery of these projects, a significant level of engagement needed to occur with our staff, as is the norm with significant transformational projects.

For some, experiencing change can be challenging, destabilising and disruptive, and may have negatively impacted their views of the CCC and how they felt about their jobs at the time of the survey. These results highlight some of the inherent difficulties in the change process and the broader environmental context the CCC was experiencing when the survey was conducted.

Importantly, even in the context of significant change and despite the decline in results when compared to the previous year, the CCC results generally remained stronger than other public service offices and the Queensland public sector.

At an agency-wide level, three priorities were set in response to the results of the Working for Queensland survey:

1. To communicate the Commission's strategic direction more effectively

2. To explore a "safe-to-fail" concept within the context of section 329 of the *Crime and Corruption Act 2001* and the requirements to notify suspected improper conduct

3. To enable more of our staff to work flexibly and remotely to assist in managing work/life balance.

Priorities were also developed at the divisional level to address specific concerns.

A range of actions were then undertaken at both agency-wide and divisional levels to respond to the results of the survey:

- The CCC Futures program allowed for greater participation in the strategy development process, especially for middle managers. This allowed middle managers to better understand and contextualize the strategies for their teams.

- The CEO launched a program of education sessions to demystify the section 329 process and help create a "safe-to-fail" environment. This program was then included in the induction program to assist in driving cultural change.

- The COVID-19 pandemic provided the catalyst for the CCC to accelerate our adoption of a range of digital technologies and flexible work practices. The experience allowed our staff and their managers to explore how remote working in particular can work successfully within the agency.

Ensuring that our staff feel engaged, secure and able to achieve work/life balance is critical to achieving our strategic objectives. The Executive Leadership Team (ELT) will continue to take appropriate steps to address agency-wide priorities and individual ELT members will continue to deliver their divisional action plans in response to the Working for Queensland survey.

The next Working for Queensland survey will be conducted in September 2020.

Recognising our staff

The CCC's online staff recognition tool— PAICE (*People, Accountability, Integrity, Courage, Excellence*)— allows staff to thank and recognise their peers who have demonstrated the 1CCC values of People, Accountability, Integrity, Courage and Excellence. PAICE helps bring the CCC's values to life and encourages an inclusive, engaged and professional workforce. The 1CCC PAICE awards were held in July 2020 with staff across the CCC recognised for their work and commitment within 2019–20 to the CCC's values.

A total of 128 individuals and 60 teams were recognised by their peers via PAICE over the last year.

2019–20 PAICE Award Winners

People – Wendy Klynsmith, Corporate Services

Accountability – Rebecca Schultz, Corporate Services

Integrity – Kerry Werninghaus, Operations Support

Courage – Alasdair Watson, Corruption

Excellence – Renee Robertson, Operations Support

All-Rounder – Bernard Li, Corporate Services

Team – Physical Surveillance Unit, Operations Support

Workforce mobility

The second phase of the Workforce Mobility Initiative was successfully launched in December 2019, following on from the initial program which commenced in 2018. This second phase was focused on internal mobility for lawyers, financial investigators and intelligence analysts. The program provides technical specialists with the opportunity to work in different areas of the organisation and develop their skills across a range of contexts, which in turn helps to develop our organisational capability and resilience. The program allows for at-level transfers within the CCC to support individual capability development, increase the breadth of experience of our staff, and ensure the CCC lives our 1CCC values.

Developing a workforce strategy

This year, the CCC developed a workforce strategy by combining learnings from desktop research and benchmarks with insights gained through a series of workshops, interviews and surveys with our staff at all levels.

By assessing the gap that exists between the desired future state set by the workforce ambition and goals and the current state analysis, an initiative roadmap was developed. This roadmap defines and prioritises the activities that should be undertaken over the next five years in order for the CCC to achieve our workforce ambition of "keeping ahead of the game" to reduce crime and improve the integrity of public institutions.

Five focus areas are expected to have the greatest impact on achieving the workforce ambition:

- Building adaptive leaders at all levels that are able to drive change and lead in any context
- Continuing to enhance the employee experience to deliver a purpose-led, distinctive workplace
- Accessing, developing and retaining a highly diverse workforce
- Providing the right tools and standardised core workforce practices
- Ensuring that the CCC remains poised to respond to the challenges it faces in reducing crime and improving the integrity of public institutions, in an operational and organisational sense.

Learning and development initiatives

The CCC offers employees professional and developmental experience and support. This year the CCC helped 21 staff undertake tertiary study by granting study leave and providing financial assistance toward course fees. Courses being undertaken by our staff include Bachelor of Law, Bachelor of Counter Terrorism Security and Intelligence, Bachelor of Criminology and Justice, and certified practising accountant/chartered accountant programs.

To assist staff with their ongoing professional development and to ensure that specialist staff maintain and enhance their skills, CCC staff were given opportunities to attend a range of workshops, seminars and conferences on topics including government law, investigative interviewing and leadership in intelligence. We also reimbursed 28 staff between 50 and 100 per cent of their professional membership fees.

Learning and development expenditure was reduced this financial year as a result of the COVID-19 pandemic. During this period many training providers and conference organisers cancelled public courses and events for which staff were scheduled, or would normally attend. We remain committed to supporting learning and development opportunities for staff, and are positioned to do so once COVID-19 restrictions are lifted.

Staff induction

The CCC delivers a quality induction program to provide staff with the knowledge they require to do their job effectively, along with an understanding of how their role aligns with the priorities of the agency. New staff receive comprehensive information about the 1CCC values, culture, and strategic and operational priorities when they first commence work at the CCC. During their first week, new staff members undertake a range of mandatory eLearning programs covering topics such as the Code of Conduct, workplace health and safety and information security. This is followed by a quarterly corporate induction program, hosted by the Values and Culture Group, which provides an opportunity to meet and hear from senior leaders across the organisation.

Supporting leadership development

In September 2019 the CCC launched our revised performance management approach. Using the sector-wide Leadership Competencies for Queensland, an online system was designed to streamline and simplify performance and development conversations. The resulting Performance and Development Agreement process was designed to ensure that our staff have clarity of what good performance looks like in their roles and are supported to achieve their goals by making targeted and relevant investments in their development. The launch of this system was complemented by an education campaign to get the most out of the performance conversations for both managers and staff.

Further, to support the development of our leaders, over the past year 10 CCC leaders completed the "Great Managers" program. This 12-month program facilitated by the Institute for Public Administration Australia focused on developing practical leadership skills for frontline and middle managers. The participants found the program to be very useful and applicable to their roles.

Following the success of previous years, in late 2019 the CCC commenced the third round of our 1CCC Mentoring Program. The program provides an effective way of

transferring skills and knowledge, contributing to career development and growth, and growing awareness of different perspectives and ways of doing business. This year, 36 mentors and mentees from across the CCC participated in the program with 81 having participated overall since the program's launch in 2017.

In addition, the CCC launched the following initiatives designed to help our people achieve their career goals:

- **CCCLearning|Professional –** More than 500 bite-sized courses available on-demand and free for all staff. These courses cover a range of business and leadership disciplines from finance to communications to project management.

- **CCC Leadership Roadmap –** A framework to support leadership development at all stages of a staff member's career. The framework is designed to assist in understanding the difference between each level of leadership, what skills are needed to excel and how to develop them.

- **Career Development Pathways –** For staff members growing in their careers as practitioners and technical specialists, this framework provides guidance on how to develop and hone professional skills. This resource helps to identify flexible and varied pathways for developing a technical career.

Figure 3: Training expenditure on developing CCC staff

Year	Expenditure
2019–20	$378,019
2018–19	$555,558
2017–18	$341,142
2016–17	$456,189
2015–16	$405,127
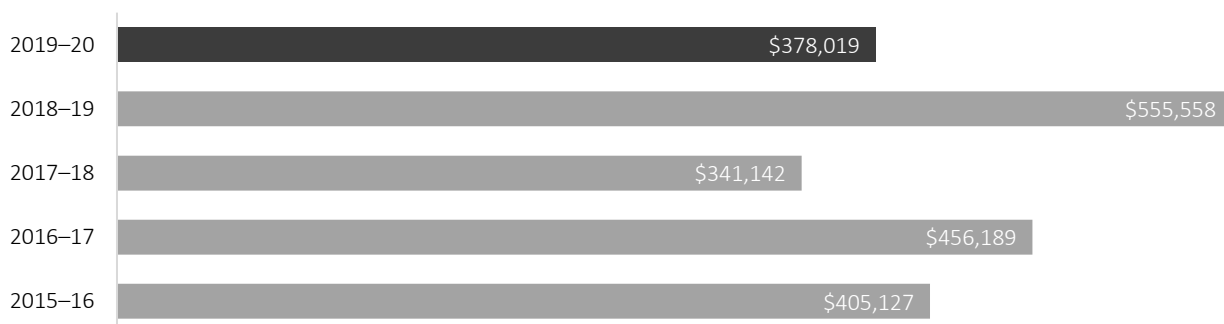
Developing our workplace

Modernising our workplace to support innovation

This year we've continued our transformational program to modernise our systems and strategically position the CCC for the future. We've also focused on ways to better leverage our rich data sources in order to become an insights driven agency and to deliver more efficient services to our customers.

In this tight fiscal environment we remain committed to investing in business solutions that are sustainable, secure and future-focused so we can adopt simpler and smarter ways of working. Equally important, we will continue developing our critical organisational capabilities to support an innovative, resilient and mobile workforce.

CCC Futures

At the end of 2019, we implemented the final phase of our organisational restructure, CCC Transform, which delivered clearer lines of accountability and a simplified, service-led structure more closely aligned with our operating model.

This cleared the way for us to focus more directly on our strategic ambitions and building capability in three core areas: workforce planning, digital and analytics (insights). These critical capabilities will help us to modernise and evolve our business in order to improve service delivery, increase efficiency and effectiveness, and better achieve our organisational objectives.

Our CCC Future will be realised through a staged implementation of strategic initiatives to deliver on the following ambitions:

Agency: Connecting people, insights and technologies to reduce major crime and improve the integrity of public institutions.

Workforce: The CCC will continue to evolve as a crime and corruption workforce of the future so that we can keep "ahead of the game" to reduce crime and improve the integrity of public institutions in the Queensland community.

Digital: A resilient, connected, augmented and automated CCC that enables the delivery of smarter and simpler services to reduce major crime and improve the integrity of public institutions.

Insights: Effectively leverage research, intelligence, data, analytics and external partnerships, to increase operational efficiency and effectiveness and deliver innovative solutions against major crime and corruption.

Investing in digital transformation

From 1 July 2018, the CCC received funding of $16.3 million over four financial years (and approximately $3.9 million of ongoing funding per year) to address a range of organisational ICT risks and invest in new technologies and digital tools.

Key outcomes achieved in the 2019–20 financial year are detailed here and on pages 20 – 21.

Supporting a digital workplace

Having commenced in July 2018, our Digital Workplace Program (DWP) is delivering enhancements within three key areas: organisational resilience, forensic computing and online intelligence gathering. Combined, these enhancements will create a simplified, secure digital environment with intuitive, integrated tools enhancing the delivery of critical frontline services. Outcomes will support:

- anywhere, anytime access to the CCC network on CCC devices with internet connection
- heightened security and alignment with Whole-of-Government ICT policies
- data-driven decisions powered by cloud-based artificial and business intelligence tools.

During 2019–20, DWP delivered the following enhancements:

- transition of traditional services to a cloud environment (with environments also created for future digital applications)

- delivery of a single sign-on authentication process to allow access to multiple applications with one set of login credentials

- access to contemporary technologies and standardised business applications

- provision of a new system to help safeguard our mobile ecosystem as we transition to the cloud

- delivery of forensic and investigation computing technology pilots to enhance speed to insight for our investigative teams

- delivery of an application to help the CCC's police contingent better manage their compliance obligations

- delivery of enhanced online intelligence gathering technologies for our investigative teams.

Due to our response to COVID-19, some reprioritisation occurred, including:

- the accelerated roll-out of CCC mobile devices to all staff to support staff mobility across the agency

- the introduction of an at-home telephony solution to improve the experience of our staff working from home.

Governance Risk and Compliance

Last year we reported on a new project to implement a Governance, Risk and Compliance (GRC) system to:

- improve efficiency in managing policies, risks, compliance and associated actions

- reduce risk through increased compliance, improved risk treatment and overall risk posture

- support strategic performance through greater oversight and management of information to better inform decision making.

After the system piloted in the first half of the 2019–20 financial year, the CCC transitioned to a new GRC solution. The new GRC solution provides access to policies and procedures, risk registers, and legislative compliance obligations, and includes electronic workflow and online reporting functionality to record risks, incidents and

conflicts of interests, in a cloud-based environment. The new GRC system will be enhanced in 2020–21 to provide electronic workflow for policy approvals and compliance obligations.

Program Unify

Program Unify is a significant body of work that will underpin the CCC's future state operational activities and ensure the CCC has alignment and integration across all such activities. There are three key areas of focus for this program: business improvement, data analytics and case management. These areas combined are expected to deliver the following benefits to the CCC:

- build organisational capability to continue to improve performance

- be more efficient and effective in the conduct of investigations

- better plan and direct investigative resources through improved collection and use of information.

Business improvement

Business improvement was the first stage of Program Unify. Achievements from this stage will underpin future developments of other stages through documenting an understanding of how the CCC operates, including associated supporting policies and procedures.

The business improvement stage of Program Unify delivered the following key documents to the CCC:

- **Operating Framework:** this document details the policies and minimum standards for how the CCC achieves the purposes of the *Crime and Corruption Act 2001*

- **Operating Model and Governance Arrangements:** this document describes the way we approached our business and includes guiding principles for the way operational activities are undertaken

- **Operations Manual:** this document consolidates many of the CCC's policies and procedures associated with undertaking investigations and witness protection.

The business improvement stage of Program Unify was completed with the final phase of the Operations Manual released in February 2020.

Case management

The second stage of Program Unify is the development of a new case management system (Nexus) to streamline the management of our investigative work.

Bringing together four existing systems, Nexus will manage investigations, confiscations, complaints and projects in once place, and provide the CCC with a single point of truth for operational performance reporting.

Although initially scheduled for deployment in mid-2019, the release of Nexus has been deferred to accommodate continuous business improvement and achieve a usable, fit-for-purpose solution. Nexus is now in its final stages of delivery and is scheduled for deployment by the end of 2020.

Following the delivery of Nexus, the CCC will benefit from improved collaboration across operational activities through enhanced workflows and data management.

Data analytics

Data is an essential and valuable asset for the CCC to undertake our core functions. Improving our data analytics capability will enable the CCC to harness, examine and evaluate data from a range of disparate sources. By evolving to become an insights driven agency, the CCC can better examine core issues, predict patterns, identify risk and respond in real time to emerging issues.

In 2019–20 the CCC:

- Launched biannual releases of the Corruption Allegations Data Dashboard (CADD) on the CCC website. The most recent release of the CADD, in May 2020, allows stakeholders to interactively explore allegations data from the period 1 July 2015 to 31 December 2019

- Conducted internal analysis of corruption trends to help inform the CCC's strategic planning activities

- Continued to enhance and embed HR and Finance business intelligence reporting to support the CCC in operating more effectively and efficiently

- Developed an insights backlog to assist in demand management by prioritising the development of critical insights.

During 2019–20, the CCC also commenced our transition to a cloud-based data analytics infrastructure. This work will lay the foundation for examining and evaluating data collected in our new case management system to further inform strategic planning and operational activities.

In 2020–21 we will continue to build our data analytics capability in line with the agency's strategic priorities.

Improving corruption initial case management processes

To improve the efficiency of the assessment component of corruption investigations, this year we reviewed our processes utilising the LEAN methodology. This analysis identified redundant processes and time efficiencies.

Following the review, procedural enhancements were implemented in relation to secure transfer of information between certain public sector agencies without the need to print off large volumes of documentation for hard copy files. This has now enabled our assessment staff to work primarily via electronic files.

These business process improvements have assisted the CCC to meet our assessment timeliness target for the first time in a few years, with 87 per cent of assessments being finalised within 30 days.

Human Rights Act 2019 compliance

In January 2020, the *Human Rights Act 2019* (Qld) came into full effect. To prepare for the Act's commencement, the CCC initiated an organisational capability project to ensure the CCC's actions and decisions complied with the requirements of the Act, including the 23 human rights outlined in the Act, from 1 January 2020.

Prior to January 2020, the CCC:

- communicated with staff about the CCC's preparations for the new Act. This included providing information on the intranet regarding the CCC's obligations, key contacts, training and other useful resources, such as the CCC's *Human Rights Act 2019: Issues paper*

- developed a human rights policy and procedure and guidance material regarding decision-making, when rights may be limited, and the process for reviewing and developing policies and procedures. The CCC's *Human rights policy and procedure* also outlines the processes for dealing with complaints about corruption that may also be a human rights complaint, and dealing with human rights complaints against the CCC or a staff member. The guide *Human rights compatibility framework – decision-making* advises staff to complete the *Human rights acts and decision-making review* template to demonstrate that actions and decisions are compatible with human rights. Similarly, the *Human rights compatibility framework – policies and procedures* provides information about the steps to be taken to ensure CCC policies and procedures are compatible with human rights

- reviewed each section of the Operations Manual, and all other CCC policies and procedures which were identified being of high priority for review because they potentially engaged human rights

- required all relevant staff to complete the *Public Entities and the Qld Human Rights Act 2019* training module to help them improve their understanding of their obligations under the Act

- held a seminar for staff that coincided with World Human Rights Day to help build a culture of human rights awareness within the CCC. This session provided an opportunity for staff to learn more about their obligations when acting and making decisions that could impact human rights, and introduced the training and resources to help staff respect, protect and promote human rights.

The CCC received one human rights complaint during 2019–20. The complaint was withdrawn following ongoing communication between the CCC and the complainant.

To demonstrate the CCC's ongoing commitment to human rights:

- consideration of human rights has been incorporated into strategic and operational planning activities. The CCC's Strategic Plan 2020–2024, for example, identifies the opportunity to build a culture within the CCC that respects, promotes and protects human rights to mitigate the possibility of a decision or action being taken that is incompatible with human rights (see page 71)

- a human rights assessment is undertaken against the requirements of the Act when new policies are created (or reviewed periodically)

- the newly developed CCC's Matter Prioritisation Model for the assessment and prioritisation of its crime-related work requires that decisions about whether to commence, continue or discontinue a matter must include a proper consideration of relevant human rights and always be compatible with such rights. For further information, see page 49)

- team structures and individual responsibilities are being reviewed in order to further build and foster a culture that respects and promotes human rights, ensures actions and decisions are compatible with human rights, and promotes an effective dialogue about the nature, meaning and scope of human rights

- during COVID-19, Queenslanders were kept informed on how the CCC would continue to deliver its essential services. This included a service delivery update on the CCC website.