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# Building our organisational capability

Critical organisational capabilities

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We are committed to making our organisation a great place to work, this year we continued to develop our people and the systems they use.

To lead us into the future, we aim to build inspirational leaders who respond well under pressure, support and collaborate with others, and exhibit sound judgement. We want our people to be proud to be part of our organisation and be recognised and valued for the work that they do.

A key part of this objective is ensuring our people have access to the training, technology and information they need when they need it.

Our key strategies to build our organisational capability are to:

- develop capabilities to create a healthy, collaborative and innovative culture
- modernise and embed changes to our assets, systems, processes and workplace, and
- leverage data and information to become an insight driven agency.

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# FOCUS AREA Critical organisational capabilities

**We recognise the commitment, capability and wellbeing of our people is critically important for our agency to deliver our services to the community. To complement our established wellbeing and development programs, this year we continued shaping our agency for the future, as guided by our CCC Futures strategies.**

## **CCC Futures: connecting people, insights and technologies**

Last year, we established our strategic program – CCC Futures – to guide development of critical organisational capabilities to improve our service delivery, increase our efficiency and effectiveness, and achieve our objectives. Through enhancing our critical capabilities, we ensure we remain a responsive, relevant and sustainable crime and corruption fighting organisation.

Our ambition of ‘connecting people, insights and technologies to reduce major crime and improve the integrity of public institutions’ will be realised through the staged implementation of four multi-year strategies.

This year, we commenced the year one roadmap initiatives for the Workforce, Digital and Insights Strategies and developed an Integration Strategy.

### **Workforce Strategy**

To enable our continual evolution as a crime and corruption workforce of the future, so that we can keep ‘ahead of the game’ to reduce major crime and improve the integrity of public institutions in Queensland (see page 56).

### **Digital Strategy**

To build our agency into a resilient, connected, augmented and automated organisation, enabling us to deliver smarter and more simple services to reduce major crime and improve the integrity of public institutions (see page 64).

### **Insights Strategy**

To advance our capability to effectively leverage research, intelligence, data, analytics and external partnerships, increasing our operational efficiency and effectiveness and delivering innovative solutions against major crime and corruption (see page 66).

### **Integration Strategy**

To bring together our multiple sources of data and information, increasing the visibility of information relationships and making information more accessible and conducive to the development of insights (see page 67).

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## Workforce Strategy 2021–25

Our Workforce Strategy focuses on establishing our 2025 workforce ambition and goals, underpinned by a forward-looking, practical roadmap. Our Workforce Strategy includes three goals:

1. Undertaking outcome-focused work enabled by insights, digital technology and innovation.
2. A diverse, engaged and adaptable workforce with the right mix of experience, specialist skills and personal attributes who can work in multi-disciplinary teams.
3. Foster a 'greater place to work' differentiated from other public sectors, underpinned by a strong performance culture, robust workforce strategy, and management and planning capabilities.

### Outcome focused work

#### *Workforce planning*

We are embedding new decision criteria into our strategic planning cycle to assist us to understand how our work will start, stop, and change in the future.

This year, during our business planning process, greater emphasis was placed on assessing the delivery and change impact of initiatives under consideration, particularly their impact on operational teams. We continue to test and improve upon the Strategic Workforce Planning model developed in 2020. This allows for a more quantitative approach to be taken to planning our work in a way that allows us to remain agile, supports our people and ensures continued focus on the delivery of outcomes.

#### *Defining a single human resources system*

In 2020–21, we defined the requirements for an integrated human resources data and technology solution. The future build and delivery of this system will enable us to make data-driven human resources and workforce decisions during our strategic planning cycle, as well as providing the tools and information to empower our leaders to take ownership of key workforce practices.

### Adaptable workforce

#### *Future CCC leader*

We are developing adaptable, confident and capable leaders who can steward the organisation through change. This year we began creating a new leadership narrative including designing a structured engagement plan which utilises a 'moments that matter' framework to bring the narrative to life and create an employee experience.

Our new leadership narrative will support the mindset shift to what it means to be a leader within our agency, where leaders at all levels regardless of function, discipline or technical knowledge are able to inspire, empower and connect people and lead any team in any context.

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## **Greater place to work**

### *Employee value proposition*

This year, we commenced a review of our employment conditions and employee value proposition to enable us to more deeply understand our people and compete for talent in a highly competitive labour market. This work is a foundational element of our Workforce Strategy and will continue next year.

### *Recruitment and selection*

We are reviewing our recruitment and selection process to focus on enhancing the candidate experience. A positive candidate experience ensures we continue to attract and engage quality candidates now and into the future. This year, we commenced this process by reviewing each stage of recruitment, from initial application through to on-boarding and we will continue to implement various initiatives in the coming year.

### *Employee experience*

We also launched a new Employee Experience Measurement approach to monitor the engagement and experience of our people throughout the stages of their employee lifecycle – recruitment, on-boarding, development, engagement and offboarding. The intelligence generated will help shape our actions creating more engaged, happier and effective employees which will, in turn, drive business outcomes.

### *Human resources policies*

This year, we reviewed our suite of human resources policies to ensure they continue to meet the needs of our organisation, deliver our employee value proposition and position our agency as a great place to work.

We also finalised a new Queensland Police Service secondment policy to facilitate the effective recruitment, placement, and return of Queensland Police Service members seconded to our agency. For the first time, this policy is shared between our agency and the Queensland Police Service to ensure it benefits individual officers, both agencies and the wider Queensland community. The policy recognises the unique nature of the arrangement between our two agencies and the specialist skills that many officers bring to and further develop during their secondment with us. It also models the separation required to ensure the integrity and security of our operations and preserve public confidence in the independence of our agency.

## Supporting our people

The Workforce Strategy builds on our strong existing workforce foundations. Our people are central to delivering on our purpose and we remain committed to their wellbeing and development, and to creating a positive workplace culture.

### Focusing on wellbeing

We are committed to creating a safe working environment for all of our people. We know our work can sometimes be challenging, and we remain focused on enhancing the wellbeing of our people and ensuring they are happy, productive and motivated at work.

This year, our Wellbeing Program, which is an ongoing initiative of the Organisational Safety and Wellbeing Committee (see page 75), delivered activities in three wellbeing focus areas — mental health, physical health and staying connected.

Despite the ongoing challenges of social distancing, this year we delivered all our planned wellbeing activities. Many of them delivered virtually and promoted through a dedicated Microsoft Teams channel — ‘CAREConnections’ to enable maximum participation by connecting with our people who were working remotely.

This year, we also delivered 28 wellbeing resources and events to assist our people to look after their wellbeing, including Mental Health First Aid Training, ergonomic assessments, RUOK? Day, Movember, and online training on mental health, time management, and work/life balance.

We partner with Converge International to provide an Employee Assistance Program to ensure commission officers, and their immediate family members, can access wellbeing services including confidential personal coaching and counselling. We actively promote these services through our Induction Program and published online materials.

We also maintain a regular and proactive psychological assessment program for our officers deemed at risk of psychological injury as a result of the work they undertake.

To further support our people’s wellbeing, we support and promote flexible work arrangements, including telecommuting, compressed hours, accumulated hours and part-time/job-share arrangements. These arrangements helped support our people to navigate the changing work environment due to COVID-19, and they continue to be in place.

In 2020–21, we examined flexible work as part of our new Employee Experience Measurement approach (see page 57) and planned activities to reinforce our agency commitment as part of our initiatives from the Working for Queensland Survey (see page 62). We actively encouraged ongoing flexibility through messaging from the Chief Executive Officer to all employees, inclusion of working from home tips in the CCC Care Connections Microsoft Teams channel, and our participation in the Public Service Commission ‘Working from Home’ survey.

### Shaping our culture

Our Values and Culture Group (VCG), a group of representatives from across our agency, continue to be empowered to find ways to champion and embed our organisational values (see page 6) into our working environment. On 27 October 2020, our VCG coordinated the fourth annual Team CCC Day — a day our people come together to participate in employee-led activities, strengthen workplace relationships and celebrate our value of ‘People’.

The PAICE Awards is another way the VCG works to bring our people together, and recognise our people who demonstrate our values in action. The 2019–20 PAICE awards marked the inclusion of an additional recognition category — contribution to reconciliation.

The 2020–21 PAICE Awards were held in August 2021 in recognition of employees who had been nominated by their peers in the year prior (see page 61).

## Respecting, promoting and protecting human rights

In January 2020, the *Human Rights Act 2019* (Qld) came into full effect. Since then, we have taken steps to ensure our actions and decisions comply with the requirements of the Act, including the 23 human rights.

In 2020–21, we received one human rights complaint, relating to an employment selection process. Following review of the complaint, we identified that an administrative error had occurred, offered the complainant an apology, and commenced the process.

This year we embedded and optimised the processes we initiated as part of our 2019–20 organisational capability project to ensure our decisions and actions are compatible with human rights. We demonstrate our ongoing commitment to human rights by:

- continuing our regular human rights training to ensure our people are aware of their obligations under the *Human Rights Act 2019* (Qld)
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our Strategic Plan
- incorporating human rights considerations into our processes for handling complaints, making decisions and developing, amending or rescinding policies and procedures, and
- providing resources and guidance material that support our Human rights policy and procedure.

We ensure our acts and decisions do not limit human rights, or limit human rights only to the extent that is reasonable and demonstrably justifiable, in accordance with section 13 of the *Human Rights Act 2019*, for example:

- decisions about the use of coercive powers and acting under coercive powers
- assessment decisions and actions in relation to corruption complaints and police misconduct complaints
- decisions and actions under review and monitoring of corruption complaints and police misconduct complaints
- decisions and actions during the investigation of corruption complaints and police misconduct complaints
- decisions and actions in relation to crime investigations and confiscation related investigations
- decisions about whether to commence, continue or discontinue a crime related matter (see our Matter Prioritisation Model, page 50)
- administrative decisions and actions in relation to the disclosure of information, and
- developing, amending or rescinding policies and procedures.

## Ensuring ethical conduct

Our Code of Conduct provides guidance to our commission officers 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, and
- accountability and transparency.

These principles underpin our values (see page 6), and they are embedded within individual Performance and Development Agreements.

New commission officers are provided with our Code of Conduct upon commencement and complete an eLearning module in their first week of employment. The module covers the following topics:

- operation of the *Public Sector Ethics Act 1994*, the application of ethics principles, and their obligations as public officials, and
- the contents of our Code of Conduct, and the rights and obligations they have in relation to contraventions of our Code of Conduct.

Existing commission officer's also complete regular refresher training to maintain their knowledge.

Our Governance Framework (see page 74) outlines the values, attitudes and behaviours expected of our commission officers, in alignment with international standards of best practice and the principles of the *Public Sector Ethics Act 1994*.

Our policy framework sits within our broader governance framework and ensures our policies and procedures align with the principles and values of the Act.

## Supporting reconciliation

We serve an important function in responding to the needs and concerns of Aboriginal and Torres Strait Islander peoples, in relation to criminal justice issues and good governance of public sector agencies. Our vision is to partner with Aboriginal and Torres Strait Islander peoples to form lasting relationships based on mutual trust, respect and understanding. For this reason, we focus on advancing our contribution to reconciliation through strengthening our collective and individual cultural capabilities.

As part of our [Reconciliation Action Plan \(RAP\)](#), we are committed to engaging all of our people in continuous cultural learning opportunities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. In doing so, we believe that we will be more effective in working with Aboriginal and Torres Strait Islander communities and that we can all have a positive impact on reconciliation in Australia.

Our Innovate RAP (originally covering the period January 2019 to December 2020) was extended to 30 June 2021, due to COVID-19. Our RAP includes 15 action areas with more than 70 deliverables. Our current focus is on raising awareness within our agency; increasing our employee participation in events that support reconciliation; and reviewing our services so they are culturally responsive, safe, and equally accessible to everyone.

This year, we took the first step to investigate ways to improve service delivery and access for Aboriginal and Torres Strait Islander peoples. We engaged ARTD consultants, working in partnership with Koorimunication, to review access to our existing corruption complaints management system. This preliminary report identified that improvements to the CCC complaints management system are necessary to increase accessibility for Aboriginal and Torres Strait Islander peoples. In 2021–22, we will engage with Aboriginal and Torres Strait Islander clients and stakeholders to identify workable solutions for improving access to this critical service.

Our ‘listening tours’ are an important component of our RAP as we value the opportunity these visits provide to develop and maintain mutually respectful relationships with councils and community organisations in regional areas. In 2019–20, we ceased visiting regional communities, due to restrictions associated with the COVID-19 pandemic.

We recommenced the listening tours with a visit to Cherbourg in August 2020. Our Chairperson, together with our Indigenous Advisor, met with the Cherbourg Aboriginal Shire Council to share information about our agency and facilitate a workshop on corruption, complaints and prevention specific to their council and community.

This visit enabled us to enhance our understanding of how COVID-19 had affected their community and the challenges they had identified during the pandemic. We will continue this important body of work in 2021–22.

In June 2020, our Indigenous Advisor and Principal Advisor Prevention visited Cairns to deliver a presentation to local Commissioners who are members of the Family Responsibility Commission. This visit provided an opportunity to conduct training in relation to:

- corruption risks associated with their duties and responsibilities
- how to avoid allegations of corruption being made when they exercise their powers, and
- how to manage conflicts of interest with a focus on the challenges associated with aligning Indigenous culture, customs and responsibilities with their legal obligations.

In July 2020, we released an internal *Guide to inclusive language and communication* outlining some key concepts and considerations when communicating and engaging with Aboriginal and Torres Strait Islander peoples. Using respectful and inclusive language and terminology is an essential component of reconciliation as it strengthens relationships between Aboriginal and Torres Strait Islander peoples and our agency. The creation and publication of this guide delivers on our RAP commitment to investigate options to define and use culturally appropriate language in work products.

As part of our cultural capability strategy, all our people completed a cultural awareness training module based on Evolve Communities’ ‘7 steps to reconciliation’ program, aiming to:

- develop appreciation and respect for Aboriginal and Torres Strait Islander history, traditions and culture
- improve understanding for the relevance of reconciliation in our workplace and how it is important to building and maintaining relationships with Aboriginal and Torres Strait Islander stakeholders
- increase cultural safety within our organisation to attract and retain Indigenous persons
- be, and be known as, a great place to work, and be recognised as an organisation that values both its team and clients
- build individual confidence to work within Aboriginal and Torres Strait Islander communities in a culturally appropriate manner, and
- inform individual perspectives of how culture shapes values, attitudes and behaviours.

This program has also been incorporated into our ongoing training schedule for our people.

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This year, we also provided opportunities for our people to share cultural immersion experiences, particularly around National Reconciliation Week and NAIDOC Week. As part of National Reconciliation Week (May 2021), our people attended a walking tour of the cultural precinct and Kurilpa Bridge run by BlackCard — a business certified with Supply Nation.

In celebration of NAIDOC Week (November 2020), our people participated in a cultural tour to the Nudgee Waterholes, Bora Ring and Bush Food Gardens site facilitated by Nyanda Aboriginal Cultural Tours and bush food experience. The tour provided insight into Aboriginal cultural stories, Aboriginal history, Aboriginal cultural performance elements and seasonal bush foods.

### **Recognising our people**

Our online employee recognition tool — PAICE (reflecting the CCC values of People, Accountability, Integrity, Courage, Excellence) — allows our people to thank and recognise their peers for demonstrating our values. The PAICE system encourages our workforce to recognise each other when we see our values in action and helps to bring our values to life. Recognitions received across the year form the basis of recognitions received for the annual PAICE Awards.

In 2020–21, we redesigned the PAICE tool to make it more user friendly and to include new functionality that recognises multiple values within a single recognition.

Our annual PAICE Awards were held in August 2021 with 109 individual commission officers and 31 teams recognised for their outstanding work and commitment to our values this year. This award ceremony also serves as the platform to recognise our 20 officers who were recognised for their commitment to reconciliation throughout the year (see pages 60–61).

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### **2020–21 PAICE Award winners**

**People** — Andrew Atkins, Crime division

**Accountability** — Archit Menon, Strategy, Innovation and Insights division

**Integrity** — Andrew Wilson, Crime division

**Courage** — Witness Protection Officer, Operations Support division

**Excellence** — Rebecca Schultz, Corporate Services division

**All-rounder** — Genevieve Wheeler, Strategy, Innovation and Insights division

**Team** — Technical Surveillance Unit, Operations Support division

**Contribution to reconciliation** — Franz Skeen, Corporate Services division and David Honeyman, Corruption division



## Engaging with our people

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

Each year, we also participate in the Working for Queensland Survey to measure our workplace climate, with this year's survey conducted in September 2020. We continued to have a strong participation rate, with 79 per cent of our people providing valuable feedback through this mechanism. Despite the challenges faced this year, the survey results showed growth against all factors and indices when compared with 2019 results, including in:

- agency engagement, driven by increases in job satisfaction and in our people's belief that they are making a difference to our community
- job empowerment, driven by increases in our people's feelings of having the tools and information they need to do their job effectively and the ability to have a say in how to do their job, and
- the use of flexible work arrangements, as a result of our response to the COVID-19 pandemic.

The results also provided us insights into the focus areas for improving our employee experience. To guide our response to the Working for Queensland survey, we developed action plans to target key areas and monitor progress, including taking the following actions:

- training to increase the capability and confidence of our leaders in supporting ongoing flexible work agreements for their teams
- continuing our leaders' role-modelling personal use of flexible work agreements and ongoing messaging regarding our agency commitment to flexible work agreements, and
- communications to address workload concerns, including how we can better manage change.

## Welcoming new employees

We deliver a quality induction program to provide new employees with the knowledge they require to do their job effectively. New employees immediately learn about our values, culture, and strategic and operational priorities. During their first week, new employees undertake a range of mandatory eLearning programs that cover topics such as our Code of Conduct, workplace health and safety and information security. We supplement this with a quarterly Corporate Induction Program, hosted by our Values and Culture Group (see page 58), which provides an opportunity for our new employees to hear directly from our senior leaders.

## Developing our people

Our people's development is guided by their Performance and Development Agreement (PDA), which is created in consultation with their manager and reviewed bi-annually. This PDA sets the performance expectations and provides an opportunity to discuss development and career goals with their line manager.

Our strategies for employee development include formal and informal learning and development activities that are designed to provide commission officers with the knowledge, skills and experience to deliver on our strategic objectives and grow in their careers.

We respond to changes in our environment by providing training to our commission officers. We delivered training to help our people manage critical conversations and trained 24 officers in Microsoft Power BI. We also continued to:

- facilitate access to elective educational courses through our online platform, CCCLearning
- assist our people with their ongoing professional development by supporting opportunities to attend a range of workshops, seminars and conferences
- support commission officers to undertake tertiary study by granting study leave and providing financial assistance toward their course fees (21 commission officers), and
- support our specialists by reimbursing between 50 and 100 per cent of their professional membership fees (40 commission officers).

Throughout the year, our specialist employees delivered workshops and presentations that help our people to stay informed about current investigations and projects, and topical issues, addressing issues related to:

- money laundering
- proceeds of crime
- conflicts of interest
- various laws in practice
- legal practice management
- research methods, and
- effective communication.

Our Mentoring Program formally connects our people and creates regular opportunities to transfer knowledge throughout our agency. This year, we connected 25 mentors with 25 mentees.

We offered our Mobility Program, which was launched in 2019, again in 2020–21. This program supports capability development within our financial investigator, intelligence analyst and lawyer disciplines by providing a structured approach to facilitating at-level rotations throughout our agency. This program has provided a mechanism to develop a more flexible and engaged workforce with a depth and breadth of capability.

### Early Career Pathways

The Early Career Pathways Program is helping us to develop the CCC workforce of the future. The program provides paid and unpaid opportunities for students and graduates in the disciplines of law, financial investigation and analysis, intelligence and research. The program includes our summer vacation internship program, graduate program, and professional practice program. One internship placement is offered each year to an Aboriginal and Torres Strait Islander student via our engagement with CareerTrackers and is central to our commitment to reconciliation.

### Creating great leaders

We aim to develop inspirational leaders who react well under pressure, support and collaborate with their colleagues, and exhibit sound judgement.

This year, we supported:

- 36 of our leaders to attend a change management program to build their capability in leading themselves and their teams through change
- 32 of our leaders to attend a program to develop confidence and capability in managing critical conversations
- 3 of our leaders to complete the Australian Institute of Company Directors' Company Directors Course, and
- 10 of our leaders to complete the Leader as Coach program facilitated by DraperCo.

We also developed a new policy and guide to help our leaders manage performance in line with the Queensland public sector's focus on positive behaviour management and continued to support a range of initiatives that assist our people to achieve their career goals, including:

- CCC Leadership Roadmap — A framework to support leadership development at all career stages
- Career Development Pathways — A framework to assist our people grow their careers as practitioners and technical specialists, and
- CCC Learning | Professional — A platform that contains more than 500 bite-size courses, available on-demand covering a range of business and leadership disciplines.

**Figure 20:** Investment in the training and development of our people from 2016–17 to 2020–21



## Digital Strategy 2020–24

Our Digital Strategy explores the technical requirements to build a resilient, connected, augmented and automated agency to enable us to deliver smarter and more simple services to reduce major crime and improve the integrity of public institutions.

Our Digital Strategy is phased over a five-year delivery roadmap and will:

1. improve the resilience, connectedness, efficiency and effectiveness of our service delivery model – in order to ‘get ahead of’ the increasingly sophisticated crime and corruption environment, and
2. improve the experiences of our internal and external stakeholders.

Following from our significant digital enhancement in 2019–20, we developed the core technology and applications that will form the foundation of our digital maturity uplift.

## Digital Workplace Program

Established in 2018, our Digital Workplace Program was established as a transformational program to increase our digital resilience and implement a modern, contemporary technical platform. It delivered enhancements to our organisational resilience through transitioning to cloud services, creating new digital applications, enhancing forensic computing infrastructure and delivering new security features.

Outcomes included:

- ‘anywhere, anytime’ access to our network on CCC devices with an internet connection
- contemporary security mechanisms, and
- forensic enhancements.

We finalised our Digital Workplace Program on 31 December 2020, having delivered the objectives.

## Continued Digital Enablement Program

Following our Digital Workplace Program, we immediately established the Continued Digital Enablement Program to protect the investment made and further develop our digital maturity by:

- leveraging additional value from the technical foundations, digital platforms and cloud technologies
- ensuring our digital platform remains contemporary, secure, fit-for-purpose and sustainable, and
- supporting a digital culture that embraces technology and continuous change.

Since establishment, our Continued Digital Enablement Program has achieved the following outcomes:

- upgraded our systems to Microsoft Office Pro Plus from Microsoft Office 2013
- deployed new email optimisation, security and protection services using Microsoft Office 365
- provisioned additional data and insights cloud infrastructure
- delivered new and improved functionality for our digital Governance, Risk and Compliance application, and
- delivered an interim digital ideas/demand management process.

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## Digital Operating Model

Over the past two years, our organisation has seen substantial uplift in digital capability and maturity. We recognise that a Digital Operating Model is required to enable our organisation to build on this momentum and realise our digital ambition.

This year, we developed our Digital Operating Model to:

- establish 'Digital' as a competency and enabler across all areas of our agency
- recognise digital solutions are a partnership between business and technology stakeholders
- improve transparency and consistency around the governance and delivery of digital solutions, and
- evolve our Information Services team to be better equipped to support the digital functions in our organisation.

## Data and Insight Infrastructure Project

With the emergence of modern technology, criminals and corrupt officials have become more sophisticated in the way they carry out their activities and mask them from being tracked by law enforcement agencies.

Recognising this shift, we seek to develop our analytics capabilities by modernising our systems to keep ahead of change and leveraging our data and information to become an insight driven agency. Our Data and Insights Infrastructure Project lays the foundation for these capabilities by delivering a modern, cloud-based data warehouse infrastructure and analytics environment.

This project is a key part of our digital capability uplift as it transforms the way our agency can make data driven decisions in a timely manner. In 2020–21, we developed the first phase of the data warehouse, enabling us to better report and analyse human resources and finance data. As we develop the data warehouse, we will have the ability to consistently connect related information across our internal and external data assets to develop deep insight and intelligence about crime and corruption matters.

## Advanced investigation and forensic tools

The design and implementation of a suite of advanced investigation and forensic tools (enabled by artificial intelligence such as machine learning and deep learning) will equip our investigators with the capability to analyse vast amounts of complex unstructured data for case-related intelligence and evidence, identify crime and corruption trends and determine complex and seemingly unconnected relationships between data points.

We are enhancing our investigations and forensic tools to capitalise on the vast amounts of data that we collect through investigations, allowing the application of artificial intelligence technologies to augment analysis and unlock capacity for investigators.

This year, we implemented new functionality to increase evidence extraction capacity and enable forensic investigators to perform this task autonomously.

We explored the application of new generation of digital solutions to support investigations by piloting new investigative tools providing advanced search and analysis technologies aimed at increasing the speed and quality of investigations.

## Case management system

We continued the delivery of a new case management system (CMS, Nexus).

Deployment of Nexus was expected in early 2021 but was delayed due to the identification of intolerable security vulnerabilities in the vendor's software.

Since 30 June 2021, we have assessed the vendor's progress of remediating the security vulnerabilities in their software and other defects and determined that the ongoing delay is not in the interests of the CCC. See note 1(j) in the Financial Statements on page 92.

## Digital Governance, Risk and Compliance system

In 2019–20, we introduced a digital Governance, Risk and Compliance (GRC) system to improve our efficiency, reduce risk and support our strategic performance.

This year we embedded and optimised this system through enhancements to provide electronic workflow for policy approvals and compliance obligations.

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## Insights Strategy 2020–24

Our Insight Strategy builds on our Digital and Workforce Strategies by exploring the required uplift to enhance our technology and provide our people with the ability to leverage insights, increasing operational efficiency and effectiveness, and delivering innovative solutions against major crime and corruption. The goals of this strategy are:

1. To empower people with data by ensuring our people and stakeholders have access to the right information at the right time. They understand what data is available and know how to use it.
2. To enhance our agency performance by improving:
  - the quality and timeliness of assessments and investigation
  - our operational and intelligence gathering capabilities that enable targeted and pro-active action, and
  - the effectiveness of internal processes that create increased capability of our people.
3. To embed an insight driven culture by increasing:
  - our insights literacy and capability
  - our delivery of insights-led solutions, and
  - our participation in insights knowledge sharing and collaboration.

### Data warehouse

In June 2021, we completed our first phase of the data and insights infrastructure solution – a cloud-based data warehouse. This data warehouse lays the foundation for developing our analytics capability and becoming an insight driven organisation. We have successfully ingested human resources and finance data into the data warehouse, to help improve and automate some of our operational reporting needs.

### Data governance

We also took a staged approach in developing our strategic insights ambition by creating our Data Governance Strategy. This strategy establishes our strategic intent, vision and focus for improving the quality and availability of our data and improving our understanding of our data. From this, we completed a data governance gap analysis report to pave the implementation of future initiatives to improve our agency's data governance and opportunities for improvement.

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## Integration Strategy 2021–25

This year, we developed our fourth CCC Futures strategy to deliver our vision for our data and systems across the agency to be integrated as appropriate. Our Integration Strategy will build our digital capability and enhance all aspects of our service delivery by increasing our understanding of how to optimise integration of new functionality with residual systems and applications as we continue to undergo a digital transformation, contemporising our information and technology ecosystems to become a data-driven agency.

Outcomes from this strategy will enable greater integration across appropriate applications, devices, and data so that new digital products can be introduced faster while limiting the risk of re-work, improving system integration and interoperability to increase business intelligence, organisational resilience and connectedness.

The benefits of an integration strategy are:

1. improved business agility and access to information
2. streamlined information flows and increased process efficiency, and
3. optimised IT resources and reduced costs.

The Integration Strategy underpins and enables the ongoing delivery of both the Digital Strategy and Insights Strategy defining a regime for bringing together sets of data and information from multiple sources, increasing the visibility of information relationships and making information more accessible for use.

Although only just completed in June of 2021, a concurrent project was run in alignment with the Integration Strategy to develop an information technology/operational technology integration feasibility and roadmap.

## Enterprise Architecture Blueprint

We operate within a complex information technology (IT) landscape, with many different applications and technologies supporting our work. It is important that we understand how these applications and technologies relate to the business and each other.

Our Enterprise Architecture Blueprint maps how we plan, design and organise our IT infrastructure to execute strategies and implement business and technology changes. It shows the relationship between different IT elements (for example our systems and processes), minimises the complexity in the environment, and delivers better overall efficiency and effectiveness within our IT landscape.

### Information technology/operational technology integration feasibility and roadmap

Our agency has an enterprise network (information technology) and operational technology networks which support our investigations. This year, we assessed the feasibility of securely integrating some of these networks to leverage the benefits and scalability of cloud services and improve the management support provided to our operational technology networks.