Strategic Plan 2023–2027 *(Updated 2025)*

Crime and Corruption Commission
QUEENSLAND

OUR VISION
Safe communities supported by fair and ethical public institutions.

OUR PURPOSE
The CCC is an independent agency combating major crime and reducing corruption for the benefit of the Queensland community.

WHAT WE DO

We make Queenslanders safer by investigating and shaping effective responses to serious and organised crime, working and sharing intelligence with the Queensland Police Service and other law enforcement partners, and confiscating criminal profits.

We raise standards of integrity in the Queensland public sector by ensuring corruption complaints are dealt with effectively, strengthening systems and procedures that prevent corruption, and investigating serious complaints about corruption.

We protect witnesses from danger so they can assist law enforcement agencies in the performance of their functions.

STRATEGIC OPPORTUNITIES

STRATEGIC ALLIANCES
Collaborating and leveraging our partnerships to achieve outcomes we would not achieve alone.

DATA AND DIGITAL INSIGHTS
Utilisation of data insights to improve efficiency and effectiveness of decision making.

OUR PEOPLE
Accessing specialist capability, and developing and empowering our workforce.

DIGITAL INTEROPERABILITY
Investing wisely in digital solutions to support cross-functionality and improve performance.

TRANSPARENCY AND ACCOUNTABILITY
Enhancing public confidence and trust through communication of outcomes.

OUR OBJECTIVES

EFFICIENT AND EFFECTIVE
Delivering efficient and effective outcomes to reduce the incidence of major crime and corruption, and improve the integrity of the public sector in Queensland.

ACCESSIBLE, ACCOUNTABLE AND COLLABORATIVE
Being accessible and engaging with our community in a meaningful way that demonstrates our accountability and promotes confidence in our functions and the services we provide.

SAFE AND CAPABLE
Developing the capability and managing the wellbeing of our people and enabling their performance through access to high-quality information and fit-for-purpose systems.

CONTINUOUS IMPROVEMENT
Anticipating and responding effectively to our dynamic and challenging operating environment.

OUR VALUES

- People
- Accountability
- Integrity
- Courage
- Excellence

HUMAN RIGHTS
We are committed to respecting, protecting and promoting human rights in all that we do and the decisions that we make.

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

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MEGA TRENDS

Rise of Technology | Human Factor | Geopolitical Disruption | Climate Change and Sustainability

STRATEGIC RISKS

INFORMATION & CYBER SECURITY
The rise of technology, reflecting digitisation and the increasing value of data, creates additional cybersecurity risks that can potentially compromise confidentiality, availability, and integrity of information and digital systems and put people's safety at risk.

NEW DIGITAL TECHNOLOGIES
New forms of digital technologies may pose challenges for identifying evidence, establishing proof of crime, and bring into question the reliability of evidence.

TALENT
Talent shortages, a gap in workforce skills, the changing nature of the workforce and challenges associated with a small-scale agency delivering specialist capabilities have the potential to impede our strategy execution.

CHANGE
The size and complexity of the CCC transformation program and our ability to adapt to change may lead to delivery risks and reduce the benefits delivered.

REGULATION
Legislation that fails to keep pace with our dynamic operating environment and changing regulatory scrutiny may require changes to our operating model to maintain effective and efficient service delivery.

TRUST
Accountability and transparency are critical to the performance of the CCC. Failure to communicate effectively may undermine trust in the CCC and the public sector.

ECONOMY
Economic instability, anticipated financial implications of a transformational change program, and increasing digital investment may constrain performance.

OBJECTIVES

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CONTINUOUS IMPROVEMENT:
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STRATEGIES

EFFICIENT AND EFFECTIVE
- Optimise **productivity and outcomes** to ensure what we do has impact.
- Enhance **governance, risk and compliance** processes and culture to mitigate risk.
- Advocate for **legislative reform** to improve our ability to anticipate and respond to the changing nature of our operating environment.
- **Innovate, digitalise and automate service delivery** to maximise operational efficiency and effectiveness.
- **Build and use data and insights** to inform effective decision making.
- Increase awareness of the benefits of a **trauma-informed approach**.

SAFE AND CAPABLE
- Develop **leadership and management capability** to lead change, achieve high performance, and influence connection to agency purpose.
- Embed a shared responsibility for the **physical, psychological and cultural wellbeing** of every person in every interaction.
- Deliver **talent attraction and retention** initiatives that reflect the changing needs of the workforce and societal expectations.
- Develop **workforce capability** to meet the operating needs within a complex and evolving working environment.
- Leverage and invest in technology and tools to enhance **digital capability** and **improve system cross-functionality**.
- Invest wisely in **robust information security** measures to stay ahead of potential threats.

ACCESSIBLE, ACCOUNTABLE AND COLLABORATIVE
- Strengthen **partnerships** to facilitate coordination and information sharing across agencies and jurisdictions for mutual benefit.
- Ensure **effective communication and timely dissemination** of information to promote transparency, accountability and confidence.
- Establish **greater connection and new operating models** with government, non-government organisations, the private sector and universities to maximise opportunities to collectively build specialist capabilities and promote information sharing.
- Maximise opportunities with our partners to **collectively use data and insights** in a meaningful way.

CONTINUOUS IMPROVEMENT
- Review and adapt our service delivery models to **rapidly respond to the changing environment**.
- Embed a **culture of continuous improvement and innovation** to improve performance and maximise our impact.
- Utilise our insights from a range of sources, including our **specialist intelligence capability** to inform decision making and direction setting.
- Drive sustainable **change management practice** to uplift productivity and outcomes.
- Complete the implementation of the **recommendations from the Commission of Inquiry**.

PERFORMANCE 2025–26

- Percentage of targeted criminal organisation participants subject to an intelligence outcome as a result of CCC intelligence operations.
- Percentage of hearings that add value to referred crime investigations.
- Confiscation Recovery Ratio.
- Percentage of corruption investigations resulting in significant outcomes.
- Corruption investigation clearance rate: finalised/ commenced.
- Average number of days to finalise a referred crime investigation.
- Average cost per witness appearance for referred crime investigations.
- Average cost per assessment of corrupt conduct/police misconduct complaints.