



Crime and Corruption Commission  
QUEENSLAND



# 2022–23 ANNUAL REPORT

---

An independent agency combating major crime and reducing corruption for the benefit of the Queensland community.

ISSN: 2205-5991 (Online)

© The Crime and Corruption Commission (CCC) 2023

#### Licence

This annual report is licensed by the Crime and Corruption Commission under a Creative Commons Attribution (CC BY) 4.0 International licence. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>.



In essence, you are free to copy, communicate and adapt this publication, as long as you attribute the work to the Crime and Corruption Commission. For further information contact: [mailbox@ccc.qld.gov.au](mailto:mailbox@ccc.qld.gov.au)

#### Attribution

Content from this publication should be attributed as: *The Crime and Corruption Commission Annual Report 2022–23*

#### Disclaimer of Liability

While every effort is made to ensure that accurate information is disseminated through this medium, the Crime and Corruption Commission makes no representation about the content and suitability of this information for any purpose. The information provided is only intended to increase awareness and provide general information on the topic. It does not constitute legal advice. The Crime and Corruption Commission does not accept responsibility for any actions undertaken based on the information contained herein.

Crime and Corruption Commission  
GPO Box 3123, Brisbane QLD 4001  
Level 2, North Tower Green Square  
515 St Pauls Terrace  
Fortitude Valley QLD 4006

Phone: 07 3360 6060  
(toll-free outside Brisbane: 1800 061 611)  
Fax: 07 3360 6333  
Email: [mailbox@ccc.qld.gov.au](mailto:mailbox@ccc.qld.gov.au)

Note: This publication is accessible through our website: [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au).

---

# Contents

About us	5
2022–23 at a glance	16
Reducing the incidence of major crime and corruption in Queensland	30
Building our organisational capability	51
Governance and people	58
Setting our strategic direction	74
Financial information	81
Appendices	120

## Letter of compliance

30 August 2023

The Honourable Yvette D'Ath MP

Attorney-General and Minister for Justice,  
and Minister for the Prevention of Domestic  
and Family Violence

Leader of the House

1 William Street Brisbane Qld 4000

Dear Attorney-General

I am pleased to submit for presentation to the Parliament the Annual Report 2022–23 and financial statements for the Crime and Corruption Commission for the reporting period 1 July 2022 to 30 June 2023.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* (Qld) and the *Financial and Performance Management Standard 2019* (Qld), and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be accessed at page 126 of this annual report.

Yours sincerely



**Bruce Barbour**

Chairperson  
Crime and Corruption Commission

## About this report

This annual report assesses our agency's performance against our strategic objectives, including performance indicators aligning with our *Strategic Plan 2022–26*, *Operational Plan 2022–23*, and *Service Delivery Statement 2022–23*. This report includes both qualitative and quantitative performance information demonstrating our commitment to combating major crime and reducing corruption for the benefit of the Queensland community.

As part of our commitment to transparent and accountable reporting, we have endeavoured to strike a balance between informing the public and protecting confidential information that could compromise a person or an ongoing investigation. For this reason, it is not possible to include detailed reports on our witness protection program.

This annual report is available on our website at [www.ccc.qld.gov.au/annualreport](http://www.ccc.qld.gov.au/annualreport) or in hard copy upon request. Our website also hosts detailed information about our agency, including our *Strategic Plan 2022–26*, publications, media releases and information about government bodies relevant to us.

Additional information on consultancies, overseas travel, and interpreter services (in accordance with the Queensland Language Services Policy) is published online through the Queensland Government Open Data portal, [www.data.qld.gov.au](http://www.data.qld.gov.au).

## Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians and recognise their culture, history, diversity and their deep connection to the land, waters and seas of Queensland and the Torres Strait. We acknowledge the Traditional Custodians of the lands on which we operate and wish to pay our respects to their Elders past, present, and emerging.

## Interpreter service



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this annual report, you can contact us on either **07 3360 6060** or **toll-free 1800 061 611** and we will arrange for an interpreter to effectively communicate the report to you.

## Feedback

We welcome your comments on this report. See the back cover for contact details on where to address your feedback.

---

# About us

Message from the Chairperson	6
Message from the Chief Executive Officer	8
Our vision, purpose and values	10
Who we are	11
Our organisational structure	12
Our stakeholders and partners	13
How we work	14

---

# Message from the Chairperson

**I am pleased to present the Annual Report 2022–23 for the Crime and Corruption Commission (CCC). This year has been an extremely important one for the CCC. Over the past 12 months we have rigorously assessed our capabilities in view of broader reforms across the law enforcement and anti-corruption landscape, and re-examined how best we can partner with other agencies to combat serious crime and reduce corruption in Queensland.**

The CCC is both an enforcement agency and a standing commission of inquiry of more than 30 years in operation, and the only agency of its type in Australia with such wide-ranging responsibilities. Our strength comes of course from the commitment we have to our vision of **safe communities supported by fair and ethical public institutions**. This year, we have continued to deliver on our core business while investing considerable time, energy and resources into an ambitious transformation journey.

The CCC makes an important contribution to law enforcement in this State, using our specialist capabilities and functions for combating and reducing the incidence of **serious and organised crime** affecting Queenslanders. In 2022–23, we held 117 hearing days, with 103 witnesses attending for major crime investigations.

**Crime investigations** targeting enablers and major crime networks resulted in five people being charged with 12 offences, including drug trafficking charges and analogous offences, consorting, and contravening access orders.

We undertook four **intelligence operations** making a significant contribution to Queensland and national intelligence on money laundering facilitators. We also made 221 intelligence disseminations, relating to crime investigations and intelligence operations, to the Queensland Police Service (QPS) and other law enforcement agencies.

In 2022–23, we continued to pursue our commitment to making Queensland a hostile place to engage in crime for profit by pursuing the **confiscation of crime-derived assets** from those who engage in serious criminal activity for financial benefit. We obtained 15 court orders under which \$4.296 million of serious crime derived assets or other benefits were forfeited to the State.

Our *Crime Position Statement 2023–24* explains how we will continue to fulfil our role and responsibilities as Queensland’s crime commission. It articulates our approach and value proposition in the fight against serious and organised crime that affects this State. Namely, by supporting the QPS and our other enforcement partners through our use of specialist powers and functions. It encompasses our priority focus areas, our key objectives for responding to those priorities, and how we use our *Matter Prioritisation Model* to ensure that our case and project selection is consistent and transparent. The associated *Stakeholder Engagement Strategy* explains how we aim to capture stakeholder issues and concerns, and to pool resources and capabilities to support and achieve outcomes together with our key partners.

We developed a new *Corruption Strategy 2023–27*. The strategy reflects the evolving integrity landscape, and incorporates the views expressed through consultations with our internal and external stakeholders. The strategy also incorporates findings from our research into how we can better ensure Queenslanders have confidence in the work we do and our planned approach to deliver a successful transformation program through strategies focused on enhancing corruption data, redesigning the way we work, innovating, digitising and automating where we can and ensuring we have a capable, empowered and adaptable workforce.

We received 3,931 **corruption complaints** and assessed 3,686 corruption complaints, worked with agencies to build their capacity, and investigated serious and systemic cases of alleged corruption within the Queensland public sector.

We finalised 39 **corruption investigations**, resulting in two criminal charges and seven recommendations for disciplinary action. We also made 21 **corruption prevention recommendations** relating to information security, gifts and benefits, and proper documentation of decision-making in relation to appointment processes.

The Court of Appeal's decision in *Carne v Crime and Corruption Commission* [2022] QCA 141 had a significant impact on the public visibility of our corruption function due to the limitations it placed on public reporting of corruption investigations. An appeal has been heard in the High Court, and we await the decision. While we have been unable to publicly report on corruption investigations, we have continued to engage with public sector agencies and published a corruption prevention report, *Influencing Practices*, on potential risks for the public sector that are associated with lobbying.

Underpinning everything we have done this year is the need to ensure that Queenslanders can continue to have confidence in their state's crime and corruption commission. Public confidence is closely linked to public accountability and transparency. That is why this year's report sets out how we have **responded to the external inquiries and reviews** that examined the operations of the CCC, primarily in our corruption function, and our relationship with other justice and integrity bodies. Throughout this report you will see how these reviews have complemented and enabled us to continue to build upon existing strategies to improve our operations.

On 9 August 2022, the Commission of Inquiry relating to the Crime and Corruption Commission (*Fitzgerald/Wilson Inquiry*) made 32 recommendations relating to the investigative and charging powers of the CCC, the role of seconded police officers for our corruption jurisdiction and our ongoing role in preventing corruption. As at 30 June 2023, the CCC has completed 10 recommendations in full and made material progress on 15 recommendations. The remaining seven either require legislative amendments (which are therefore dependent on government), relate to future reporting requirements or are not the responsibility of the CCC.

Throughout the reporting period, we also continued to implement recommendations arising from the Parliamentary Crime and Corruption Committee's 2021 review of the Crime and Corruption Commission's activities (*Five-Year Review 2021*) as well as one recommendation directed to the CCC from the Committee's inquiry into the investigation of former councillors of Logan City Council (*Logan Inquiry*).

Recognising the interconnectedness of integrity-related issues in the Queensland public sector, the CCC has participated in a stakeholder reference group established to support the reforms recommended for the broader integrity sector including those made by Professor Peter Coaldrake in his review of culture and accountability in the Queensland public sector (*Coaldrake Review*).

We were also extensively engaged in the review of the *Public Interest Disclosure Act 2010 (Qld)*, through the provision of written submissions and direct engagement with the reviewer.

These outcomes demonstrate our resilience and determination as an agency to continue to deliver results for the people of Queensland, while committing to renewing our internal operations and transforming our relationships with our partners and the Queensland community, to whom we are ultimately accountable.

As we close out the 2022–23 financial year, I am proud to say that we have an ambitious new strategic direction for the next four years and a transformational program of work to make that new direction a reality.

Finally, I want to thank our staff for their professionalism and perseverance in carrying on their work in the face of many additional demands throughout the year.

**Bruce Barbour**  
Chairperson

# Message from the Chief Executive Officer

**In 2022–23, we continued to build our critical capabilities to enhance our ability to respond to a complex and continually evolving operating environment. Over the past year, we have considered how the CCC can best respond strategically and operationally to our entire renewal agenda.**

The CCC has secured an additional \$20.849 million over five years to support the effective management and delivery of a renewal program of the size, scale and complexity recommended by the *Fitzgerald/Wilson Inquiry*. This will accelerate our journey to create the best version of the CCC we can and support the delivery of better and more efficient services.

The CCC is undergoing significant transformation as it delivers initiatives to uplift digital and insights capabilities, implements major reforms in **response to the *Fitzgerald/Wilson Inquiry***, and commences implementing an ambitious new four-year *Strategic Plan 2023–27* that recognises the increasing value of data and insights in combating serious crime and preventing corruption.

Where we were able to respond swiftly to recommendations arising from external inquiries and reviews, we have. Where we needed more time to consider the implications of the recommendations and to undertake more detailed planning, we have developed a renewal program of work and, where necessary, adjusted our existing strategies and operational plans.

## Our changing operating environment

Ongoing and rapid innovation in technology is changing the way societies operate, exponentially increasing the scale of digital information, which is being exploited by organised criminals more than ever before. This level of change makes our **operating environment** challenging and dynamic.

We recognise that sophisticated **digital and technical capability** is necessary to strengthen the security and resilience of our sensitive information holdings, prevent and identify sophisticated criminal networks engaging in major crime, confiscate the proceeds of crime, and

develop our unique strategic data asset that will improve Queensland’s ability to identify and prevent corruption.

## Continuing to build critical capabilities

In 2022–23, we:

- upskilled investigators in digital currencies and commenced a trial of **cryptocurrency** forensic software to enhance the effectiveness of criminal investigations
- leveraged technology to improve the efficiency and effectiveness of our investigations by enabling electronic evidence to be shared, searched and analysed anywhere and anytime, and upgraded the system used to assist financial investigators pursue the **proceeds of crime**
- incorporated our corruption allegations dataset and human resources and finance data into the **Analytics Data Warehouse** to facilitate our ambitious corruption data strategy and improve business intelligence and reporting efficiency, and
- continued to develop our **digital Governance, Risk and Compliance system** which is an essential tool for managing policies and compliance obligations.

## Focus on renewal

Our multidisciplinary teams bring together diverse skills and perspectives and continue to be part of the foundation of our success. In August 2022, we established a Strategy and Renewal division to help deliver our renewal agenda through enhanced capabilities including data and analytics, strategic project management and project delivery, strategic policy management and compliance, and talent and capability development (among others).

## Staffing

In February 2023, our **budgeted full-time equivalent (FTE) positions** were increased by 7 FTE, to 359.1 FTE for 2022–23. Our underutilisation of FTE compared to budget was largely due to challenges in recruiting suitably qualified and experienced officers into available roles. This reflects the status of the broader **labour market**, particularly in relation to high levels of competition in niche talent pools on which the CCC, like other law enforcement and intelligence organisations, rely. We continued to look at new ways of managing labour force issues including commencing the use of **Continuous Applicant Pools** in teams with historically higher levels of turnover to increase the speed of recruitment and minimise gaps in resourcing.

## Governance maturity and project boards

We consider governance to be a critical element in demonstrating transparency and accountability and have observed a maturing of our approach to project governance in the past year which has helped us to improve how we actively manage timelines and deliverables, and importantly gives us the capacity to deal with challenges and changes when they arise. I am confident we will continue to see further improvements to how we approach our work, and this will provide a stronger platform for everything we are committing to deliver in the 2023–24 financial year and beyond.

## Reviewing our strategic priorities

This year, we undertook an extensive and collaborative review of our **strategic priorities** to ensure our crime, corruption and witness protection operations are efficient and effective, as an agency we are accessible and accountable to the public, and we continue to develop the critical capabilities necessary to combat major crime and reduce corruption for the benefit of the Queensland community. Strategies require us to identify and balance risks and opportunities to achieve our goals. Changes to our workforce, the implications of the rise of technology in our sector, and the necessary reform initiatives arising from external inquiries and reviews were some of our key considerations.

## Looking ahead

The year ahead will be productive and revitalising for the CCC. The development of our new *Strategic Plan 2023–27* will guide our transformation as we seek to keep pace with the ongoing and rapid innovation in technology, while implementing recommendations arising from the various external inquiries and reviews. Our revised future-focused **enabling strategies** (formerly CCC Futures Strategies) will require continued investment in workforce, data and analytics (replacing insights) and digital capabilities.

As part of the overall funding to implement the *Fitzgerald/Wilson Inquiry* recommendations, the Government has approved an additional \$3.985 million in funding over four years, and \$1.067 million per annum ongoing from 2027–28 for six FTE so we can leverage our existing **Analytics Data Warehouse** to build a unique corruption data asset for Queensland. The Analytics Data Warehouse will allow the CCC to incorporate datasets into a secure environment, manage information security, connect datasets to identify trends, and improve the timeliness and quality of reporting.

Building this data asset is a core element of our new *Corruption Strategy 2023–27* and will enable us, and public sector agencies, to better understand and respond to corruption risks.

In the **year ahead** we will also:

- focus our capability-development efforts on ensuring corruption investigators have the right skills to prevent and investigate corruption, and
- continue to invest in digital solutions that improve the efficiency and effectiveness of our operations.

As we look to the future, I would like to thank our staff who have continued to work with great resilience and unwavering commitment to the purpose of the CCC. As we progress in the new financial year, it is important we take stock of our progress and our achievements, and that our staff reflect on the contributions they have made to the delivery of our core business and our growth projects. Our renewal agenda will continue in the years ahead and I have confidence our staff are committed to improving how we do our work.

**Jen O’Farrell**

Chief Executive Officer (CEO)

# Our vision, purpose and values

## 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.

## Our values

Our values underpin everything we do.



### People

We value, respect and collaborate with each other.  
We develop ourselves and those around us.  
We act in the interests of the Queensland community.



### Accountability

We own our actions and decisions.  
We are responsible with the resources we are given.  
We are responsive to our stakeholders.



### Integrity

We are honest and transparent.  
We act with impartiality.  
We keep our commitments.



### Courage

We question the status quo.  
We embrace change.  
We stand up for what is right.



### Excellence

We deliver consistent high performance.  
We treat our mistakes as opportunities.  
We implement ideas that create value.

---

# Who we are

**The origins of the Crime and Corruption Commission date back to July 1989 when the Queensland Government was presented 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 Report* 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 several 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 is responsible for Queensland's witness protection program.

Our work includes:

- investigating serious and organised crime
- receiving, assessing and investigating complaints of corruption within the Queensland public sector
- developing strategies to prevent major crime and corruption, and
- undertaking intelligence activities and conducting research on crime, corruption, policing and other relevant matters.

The *Crime and Corruption Act 2001* (Qld) sets out our primary functions, powers and governance structure. The following additional legislation supports our functions by enabling us to recover criminal proceeds, protect witnesses, and gather evidence through searches and surveillance:

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

*For more information about our governance and people, see pages 58–73.*

# Our organisational structure



**Operations Support** division delivers both overt and covert capabilities to support our investigative strategies including witness protection, technical surveillance, physical surveillance, evidence management and forensic computing services.

**Crime** division investigates serious and organised crimes, undertakes intelligence operations into the suspected criminal activities of criminal organisations and their participants, and takes action to confiscate the suspected proceeds of serious crimes.

**Corruption** division investigates complaints of serious and systemic corruption and undertakes a range of prevention activities to ensure complaints about corruption are dealt with appropriately and raise the standard of conduct in the Queensland public sector.

**Corporate Services; Legal, Risk and Compliance; and Information Services** divisions support our operational functions through providing high quality services, including legal services, research, performance reporting, governance, financial management, human resource management, corporate communications, business systems support, security, information and communication technologies, facilities and procurement services.

**Strategy and Renewal** division undertakes data analysis, coordinates the development and implementation of our strategies, and drives innovation by turning insights into action, building critical capabilities, and implementing transformational change.

The **Office of the Commission** supports the work of the Commission, Chairperson and CEO. The Internal Audit function also resides within the Office of the Commission.

*A breakdown of our employees by division is provided on page 62.*

---

# Our stakeholders and partners

**Our Stakeholder Engagement Strategy 2021–23** ensured that we continued to work closely with individuals and organisations that affect (or could be affected by) our activities, products, services and performance. This included collaborating with national and state law enforcement and anti-corruption agencies in combating major crime and corruption by participating in joint investigations, sharing intelligence products and operational resources, and using our coercive powers in support of other agencies' investigations.

## Our stakeholders in Queensland

- Attorney-General and Minister for Justice  
Minister for the Prevention of Domestic and Family Violence
- Office of the Director of Public Prosecutions (ODPP)
- Office of the Independent Assessor
- Office of the Information Commissioner
- Parliamentary Crime and Corruption Commissioner
- Parliamentary Crime and Corruption Committee (PCCC)
- Public Interest Monitor
- Queensland Audit Office (QAO)
- Queensland Family and Child Commission
- Queensland Ombudsman and Inspector of Detention Services
- Queensland Police Service
- Queensland public, and
- Queensland units of public administration (UPAs)

## Other national and state stakeholders

### Commonwealth

- Australian Commission for Law Enforcement Integrity
- Australian Criminal Intelligence Commission (ACIC)
- Australian Federal Police (AFP)
- Australian Taxation Office (ATO)
- Australian Transaction Reports and Analysis Centre (AUSTRAC)
- Home Affairs (including Australian Border Force)

### Australian Capital Territory

- Australian Capital Territory Integrity Commission

### New South Wales

- Independent Commission Against Corruption (New South Wales ICAC)
- Law Enforcement Conduct Commission
- New South Wales Crime Commission
- New South Wales Police Force

### Northern Territory

- Northern Territory Police Force
- Office of the Independent Commissioner Against Corruption (NT ICAC)

### South Australia

- Independent Commission Against Corruption (SA ICAC)
- Office for Public Integrity
- South Australia Police

### Tasmania

- Integrity Commission
- Tasmania Police

### Victoria

- Independent Broad-based Anti-corruption Commission (IBAC)
- Victoria Police

### Western Australia

- Corruption and Crime Commission (WA CCC)
- Western Australian Police Force

*For more information on our internal and external oversight bodies, see pages 58–73.*

# How we work

## Fighting major crime

We undertake crime investigations and intelligence operations into serious and organised crime and can take action to confiscate the suspected proceeds or benefits derived from serious crimes. We may also engage our research, prevention, and intelligence functions to support these activities and, more broadly, our role in reducing the incidence of major crime.

We focus our efforts on the criminals and criminal organisations who cause the most harm to our community through their serious criminal activities such as drug trafficking, money laundering, child sexual exploitation and homicide.

Our interdisciplinary teams and hearing powers provide a powerful capability for investigating crime and gathering critical intelligence. We use these capabilities to support our law enforcement partners by sharing intelligence and by assisting them to advance their investigations through securing otherwise unobtainable evidence and intelligence.

Under the *Criminal Proceeds Confiscation Act 2002*, we are responsible for administering the civil confiscation scheme and serious drug offender confiscation order scheme. These schemes enable the removal of financial benefits from serious drug and other serious crime-related activity, which is a strong deterrent for those engaging or planning to engage in offending motivated by financial gain.

## Investigating corruption

We investigate reports of corrupt conduct – in particular, more serious and/or systemic corrupt conduct affecting Queensland public sector agencies (also referred to as UPAs<sup>1</sup>). This corrupt conduct can come in many forms but includes a range of actions where influence, confidential information or official resources are used for personal gain. Common examples of the matters we manage include fraud and theft, extortion, unauthorised access to confidential information, excessive use of force/assault, abuse of authority and favouritism.

The complaints that we receive (including notifications from a UPA) are the principal starting point for most of our investigations. We cannot investigate every matter ourselves. Our legislation mandates that we focus on the most serious and systemic issues of corruption and so, in line with our legislation, we refer a significant body of complaints to other agencies for their action, using various mechanisms to monitor and give feedback on their management of complaints. By doing so, we ensure agencies' accountability for both the integrity of their investigations and their outcomes, to increase public confidence in the workings of the public sector.

Each stage of the complaints process — intake and assessment, referral, monitoring, investigation and outcome — also provides us with valuable insights about conduct, attitudes and corruption risks within Queensland's public sector. Strategic intelligence, research and data analysis all enable us to determine where we need to focus our own resources, expertise and use of special powers, and how we can best support agencies to deal with their own integrity challenges.

<sup>1</sup> Under the *Crime and Corruption Act 2001*, our corruption function relates to 'units of public administration' as defined under section 20 of the Act. In this report, we also use the term 'public sector agency/agencies' to cover this broad and diverse jurisdiction, which includes Queensland State Government departments, public sector agencies and statutory bodies, the QPS, local governments, government-owned corporations, universities, prisons, courts, tribunals and elected officials.

---

## Preventing crime and corruption

The CCC takes a proactive approach to reducing the incidence of major crime and corruption within the Queensland community. We work collaboratively with our key stakeholders by sharing information and building capability for identifying and preventing major crime and corruption.

Our considered approach to prevention ensures we respond effectively to emerging crime and corruption risks, and the risks with the highest potential impact on the Queensland community.

We work to prevent major crime by gathering critical intelligence and information about the methods and systems that criminal organisations and their participants use. We work with this information ourselves and share it with our law enforcement partners to support the disruption of criminal activity. We work to remove the financial incentives for engaging in criminal activities, which also prevents the reinvestment of these profits to support ongoing criminal activities.

Our corruption prevention work encourages ongoing commitment to ethical behaviour and transparency across the public sector. The lessons from our assessments, investigations, intelligence gathering, and audits are shared through advisory materials, campaigns and presentations for agency executives and staff on areas of high corruption risk. Our publications and resources are never an end in themselves — as well as providing a body of authoritative material for agencies to refer to, they are also used to prompt engagement or enable more in-depth strategy development. Our goal is to empower leaders, managers and supervisors at all levels to identify and correct risk behaviours before they escalate to actual corruption.

At the completion of investigations, our reports enable us to highlight types of conduct or system weaknesses that could give rise to future corruption, and we may make recommendations for procedural or legislative reform.

## Our powers

### Coercive powers

In accordance with the *Crime and Corruption Act 2001*, the CCC can hold hearings in aid of our investigations. Witnesses must attend and answer questions, even if the answer is self-incriminating. We also have the power to compel people or agencies to produce records or other items.

Our coercive hearing powers allow us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of organised crime involvement in criminal activity.

These powers are used both in corruption investigations and major crime investigations, including those investigating organised crime and money laundering. Our ability to compel the production of documents may also be used for our confiscation investigations.

We use coercive hearing powers not only for our own investigations, but also in joint investigations when police request assistance with serious crime investigations that cannot be advanced using traditional policing powers.

### Power to conduct a public inquiry

When we identify serious or systemic corruption with the potential to reduce public confidence in fundamental systems of public administration and government, we have the power to conduct a public inquiry. Public exposure of systemic issues allows for wider gathering of evidence and information on which to base recommendations than can be achieved in a normal investigation.

### Limits to our powers

We investigate matters and gather evidence but do not determine guilt or take disciplinary action. The QPS officers seconded to our agency retain their police powers (under the *Police Powers and Responsibilities Act 2000*). These officers may charge an individual with one or more offences based on sufficient evidence, reasonable prospects of a successful prosecution, and if such action is considered to be in the public interest.

Where charges are laid, the prosecution will be conducted by a QPS prosecutor or the ODPP, depending on the jurisdiction in which proceedings are commenced and the seriousness of the alleged offences.

Following a corruption investigation, we may also refer matters to the head of a public sector agency for consideration of disciplinary action, or commence a corrupt conduct prosecution ourselves in the Queensland Civil and Administrative Tribunal.

---

# 2022–23 at a glance

Key facts and figures for 2022–23	17
Strategic objectives	18
Performance information	20
Key achievements	22
Financial summary	24
External inquiries and reviews – ensuring accountability and transparency	26
Looking ahead to 2023–24	29

---

# Key facts and figures for 2022–23

**\$69.4 million** revised annual budget (**\$67.2 million** original budget)

**313** full-time equivalent employees / **338** people employed

**117** days of hearings with **103** witnesses examined relating to major crime and intelligence investigations

**221** law enforcement crime intelligence disclosures

**15** confiscation matters concluded with **\$4.296 million** proceeds of crime forfeited to the State of Queensland

**3,686** complaints of suspected corruption assessed

**1** person charged with **2** criminal offences relating to corruption investigations

**9** days of hearings with **14** witnesses examined relating to corruption investigations

**7** recommendations for disciplinary action relating to **3** people following corruption investigations

**35** corruption prevention recommendations made

---

# Strategic objectives

This annual report tracks the CCC's progress throughout the reporting period against our strategic objectives and areas of focus outlined in our *Strategic Plan 2022–26*. These objectives guided the scope of work that our agency delivered as part of our business-as-usual functions.

## OBJECTIVE: Reduce the incidence of major crime and corruption in Queensland

Our key strategies to progress this objective were to:

- work with our partners to solve and prevent major crime
- remove the financial benefit and support for serious criminal offending
- investigate and oversee investigations into serious and systemic public sector corruption and police misconduct
- inform, educate and empower public institutions to build corruption resistant cultures, and
- contribute to improved public policy decision-making by providing independent and evidence-based advice to government.

*See pages 30–50 for our performance against this objective.*

## OBJECTIVE: Build our organisational capability

Our key strategies to progress this objective were 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.

*See pages 51–57 for our performance against this objective.*

## Our areas of focus

In 2022–23, we had five areas of focus related to our strategic objectives:

- illicit markets of high value or high public impact (see pages 31–35)
- crimes involving risk to, or actual loss of life or serious injury to a person (see pages 36–37)
- crimes against children and vulnerable people (see pages 38–39)
- corruption involving improper influence, abuse of authority and exploitation of public sector resources (see page 40), and
- critical organisational capabilities including digital, analytics, intelligence, and workforce planning (see pages 52–57).

---

## Our strategic opportunities and risks

In 2022–23, we managed strategic risks and promoted opportunities to strengthen our capabilities by:

- **promoting a safe and positive work environment** — enabling our people to have a healthy work-life balance
- **future-proofing our workforce** — attracting and developing people to maintain our critical capabilities
- **engaging with our stakeholders** — partnering with stakeholders to achieve outcomes we could not achieve alone
- **investing wisely** — ensuring we are doing the right projects at the right time and growing a strong governance culture
- **adapting and growing our capabilities** — maintaining pace with the technological changes that continue to enable crime and corruption
- **responding to borderless crime** — adapting our services to support stakeholders to respond to major and organised crimes committed in multiple jurisdictions
- **maintaining public confidence** — communicating to the public the outcomes we achieve and the contribution we make to the community, and
- **proactively developing intelligence** — continuing to build our intelligence capability and products to identify future areas of focus and effort.

*See pages 67–68 for more information about implementation of our Risk Management Framework.*

## Measuring our performance

We evaluated our performance toward the objectives in our *Strategic Plan 2022–26* against the following performance measures:

- improved investigative outcomes
- improved confidence in the work of the CCC
- improved staff engagement and wellbeing, and
- improved systems and analytic capability<sup>2</sup>

*A snapshot of our performance toward these measures is provided on pages 22–23.*

---

<sup>2</sup> The CCC Strategic Plan 2022–26 is available at [www.ccc.qld.gov.au/publications/ccc-strategic-plan](http://www.ccc.qld.gov.au/publications/ccc-strategic-plan).

# Performance information

## Our Service Delivery Standards: Crime Fighting and Anti-Corruption

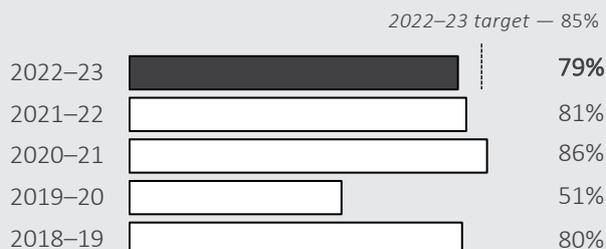
As part of the Queensland Government's budget process, the CCC reports its non-financial performance in the Department of Justice and Attorney-General Service Delivery Statement.

### Service area objective: Protect Queenslanders from major crime and corruption

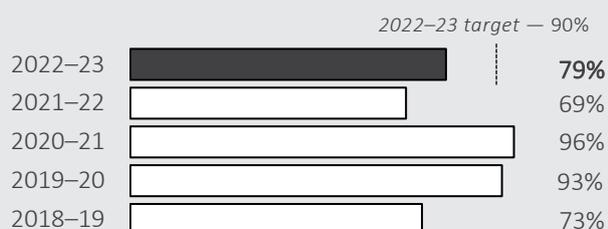
**Figure 1: Percentage of targeted criminal organisation participants disrupted as a result of CCC intelligence operations<sup>1</sup>**



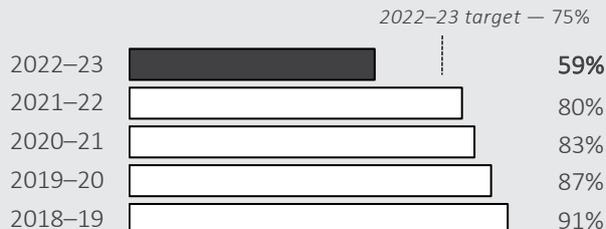
**Figure 2: Percentage of corruption investigations finalised within 12 months<sup>2</sup>**



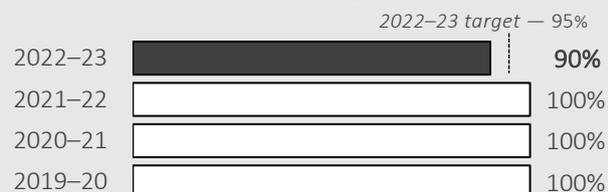
**Figure 3: Percentage of referred crime investigations finalised within six months<sup>3</sup>**



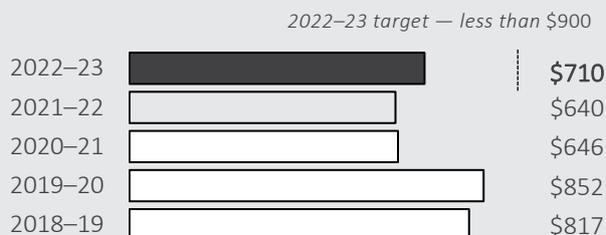
**Figure 4: Percentage of corruption investigations resulting in significant outcomes<sup>4</sup>**



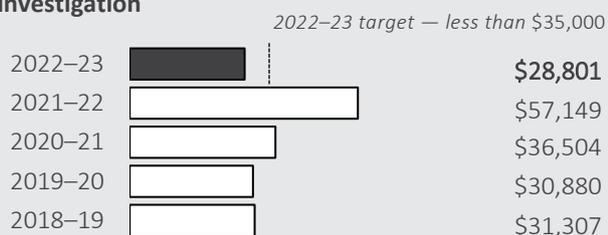
**Figure 5: Percentage of coercive hearings that add value to a referred crime investigation<sup>5</sup>**



**Figure 6: Average cost per assessment of corrupt conduct/police misconduct complaints**



**Figure 7: Average cost per referred crime investigation**



## Other operational outcomes

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

**Figure 8: Crime investigations finalised**

2022–23		34
2021–22		19
2020–21		32
2019–20		32
2018–19		37

**Figure 9: Corruption investigations finalised**

2022–23		39
2021–22		21
2020–21		29
2019–20		53
2018–19		65

**Figure 10: Crime hearing days<sup>6</sup>**

2022–23		117
2021–22		151
2020–21		190
2019–20		178
2018–19		208

**Figure 11: Corruption hearing days<sup>7</sup>**

2022–23		9
2021–22		9
2020–21		43
2019–20		42
2018–19		36

**Figure 12: Value of assets restrained (\$ million)**

2022–23		5.22
2021–22		8.79
2020–21		20.16
2019–20		8.99
2018–19		28.25

**Figure 13: Corruption complaints received**

2022–23		3,931
2021–22		3,889
2020–21		3,490
2019–20		3,327
2018–19		3,109

**Figure 14: Value of assets forfeited (\$ million)**

2022–23		4.30
2021–22		7.42
2020–21		8.69
2019–20		7.18
2018–19		13.65

**Figure 15: Corruption allegations received**

2022–23		8,398
2021–22		8,859
2020–21		8,563
2019–20		8,726
2018–19		8,329

### Notes:

1. This measure was introduced in 2021–22.
2. As at 30 June 2023, eight of the 39 finalised corruption investigations were not finalised within a 12 month period. Of these eight matters, two were extended as a result of obtaining external and other legal advice, and the remaining matters were complex, multi-faceted investigations that required considerable resources over a protracted period of time. This measure is to be discontinued in 2023–24 and will be replaced with “Corruption investigation clearance rate: finalised/ commenced”.
3. As at 30 June 2023, six investigations were extended beyond six months; three to accommodate COVID–19 related delays and witness availability; one to accommodate delays due to COVID–19 and certification of a witness for contempt; one to allow the location of a proposed witness to be ascertained (the witness was eventually located by the QPS but was no longer required to be called as a witness and the matter was subsequently closed); and one to enable court proceedings in relation to the appeal of a witness’ contempt sentence and the subsequent proceeding in relation to the witness’ second certification of contempt. This measure is to be discontinued in the 2023–24 and will be replaced with *Average number of days to finalise a referred crime investigation*.
4. As at 30 June 2023, 16 of the 39 finalised corruption investigations did not result in a significant outcome. Of these 16 matters, two were feasibility investigations resulting in a decision to not continue, two were referred to the *Sofronoff DNA Inquiry* and 12 resulted in allegations not being substantiated and no further action was taken. We will further refine the definition of “significant outcome” in the Service Delivery Statements annual review (2024–25) with a view to excluding investigations that, during feasibility phase, result in a decision to not continue into delivery.
5. This measure was introduced in 2019–20. As at 30 June 2023, three out of 30 referred crime investigations were deemed not to have added value (during quarter 1 and quarter 2). This was due to several factors associated with witnesses refusing to answer questions, being certified for contempt and in one the case QPS advised that the hearing would be no longer required.
6. Fewer hearing days occurred in 2022–23 as several investigations required fewer witnesses to attend and therefore fewer hearing days. In addition, several witnesses appeared on the same day across a number of matters which reduced the overall hearing days required to be held.
7. Fewer hearings were conducted in 2022–23 as the nature of investigations undertaken relied upon other investigative methodology such as voluntary and directed interviews and s.75 Notices to Discover.

---

# Key achievements

## OBJECTIVE: Reduce the incidence of major crime and corruption in Queensland

### Improved investigative outcomes

- Held nine days of corruption hearings, examining 14 witnesses.
- Finalised 39 corruption investigations.
- Finalised eleven corruption matters in court, of which seven resulted in successful outcomes including custodial sentences and fines (representing a 64 per cent success rate, which is consistent with other outcomes achieved by the ODPP across the criminal justice sector).<sup>3</sup>
- Held 117 days of crime and intelligence hearings, examining 103 witnesses, in relation to 13 homicide investigations, seven child death, serious injury or child exploitation related investigations, eight investigations into organised crime offending, and to support three intelligence operations.
- Worked with the QPS to advance an investigation into organised criminal activity.
- Finalised two organised crime investigations into money laundering, fraud and drug trafficking in South-East Queensland (see page 31).
- Concluded three intelligence operations focused on disrupting the systems and expertise that enable criminal networks to thrive (see page 32). These include:
  - an investigation into the facilitation of offences including money laundering and drug trafficking by persons associated with an outlaw motorcycle gang (OMCG)
  - an investigation into encrypted telecommunications distributors alleged to have facilitated drug trafficking and money laundering activities, and
  - an intelligence operation aimed to test and validate the business model of trade-based promotions as a potential money laundering risk.
- Restrained \$5.223 million and secured court orders forfeiting \$4.296 million in proceeds of crime (see page 33).

### Improved confidence in the work of the CCC

- Provided strategic intelligence assessments and insights to improve our operational effectiveness and responses and to identify crime prevention opportunities (see page 32).
- Responded to emerging and strategic crime-related risks by:
  - enhancing our capabilities for investigating cryptocurrency-enabled crime (see page 35)
  - reviewing the *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004* (Qld) (see page 39), and
  - engaging with the Attorney-General to improve the strength of Queensland's proceeds of crime schemes, and advocating targeted policy and legislative reforms (see page 35).
- Published a corruption prevention report summarising insights from its examination of influencing practices in Queensland's public sector (see page 42).
- Worked with a partner agency to develop and deliver specifically targeted corruption prevention training with defined impact measures (see page 49).
- Further examined how our Aboriginal and Torres Strait Islander clients experience our complaints process, and will ensure that any improvements we make to the system are progressed in a culturally appropriate manner (see page 49).
- Developed and published the new *Corruption Strategy 2023–27* which defines our vision and ambition for the future and outlines our objectives and strategies to focus our efforts to achieve this (see page 79).
- Achieved a gold standard for our Annual Report 2021–22 from the Australasian Reporting Awards.

---

<sup>3</sup> The ODPP reported a 54.7 per cent conviction rate after trial in 2021–22 (Source: *Office of the Director of Public Prosecutions Annual Report 2021–22*, page 30).

---

## OBJECTIVE: Build our organisational capability

### Improved staff engagement and wellbeing

- Connected with our people to understand real time employee experience via our digital platform (see page 52).
- Supported the professional development of our people including through investing \$309,682 in training and development (see pages 53).
- Supported nine employees to undertake tertiary education (see page 53).
- Built a strong, inclusive culture which celebrates our key values, including by:
  - continued the development of our next *Innovate Reconciliation Action Plan* (see page 54), and
  - celebrating our employees' achievements (see pages 55–56).
- Supported the health and wellbeing of our people through the Wellbeing Group (see page 55).
- Supported staff participation in Mental Health First Aid training sessions, with 76 staff now accredited as Mental Health First Aiders (see page 55).
- Participated in the 2022 *Working for Queensland Survey* (see page 56).

### Improved systems and analytic capability

- Continued to develop our analytics capabilities to ensure we connect people, insights and technology to reduce major crime and improve the integrity of public institutions, including:
  - updating the *Corruption Allegations Data Dashboard* (see page 50)
  - continuing the development of our *Analytics Data Warehouse (ADW)* and improving business and operational intelligence capabilities with contemporary tools and platforms, and
  - ingesting corruption data holdings into the *ADW* (see pages 57 and 80).
- Continued the delivery of a rolling program of digital initiatives to further develop our digital maturity, including:
  - implementing a cloud-based forensic investigation system that allows investigators to review electronic evidence collaboratively
  - upgrading our financial investigation data analysis tool that delivered business critical changes and addressed issues in reporting, security, effectiveness, consistency and analysis, and
  - planning for a new legal practice management system and a new Corruption Investigations Case Management System.
- Developed a five-year Applications Roadmap to guide future planning and decision-making about potential system enhancements, replacements and decommissions (see page 57).

# Financial summary

This financial summary provides an overview of our financial performance for 2022–23.

## Overview

The CCC had a net operating surplus of \$6,431,000 in 2022–23. This surplus is due to increased employee vacancies due to labour market pressures and reduced operating expenditure as result of capacity issues. The CCC intends to utilise this surplus in future years by investing in the development of new Investigation Case Management Systems for its crime and corruption functions.

## Revenue

Total revenue for 2022–23 was \$69.563 million, increasing by 6.2 per cent or \$4.084 million from 2021–22.

The State Government grant funds account for 96.4 per cent of our total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including employee 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 Queensland State Archives (QSA) in relation to archival services.

In accordance with government policy, we recognise 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 2022–23, the CCC received ongoing funding for enterprise bargaining adjustments, to continue crime hearings, to significantly enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform. The CCC also received \$950,000 in new funding to assist in implementing the recommendations from the *Fitzgerald/Wilson Inquiry*.

A detailed view of our financial performance is provided in the Financial Statements (see page 81–116).

Figure 16: Financial results 2018–19 to 2022–23 (\$ million)



## Expenditure

Total expenditure for 2022–23 was \$63.132 million, a decrease of 4.40 per cent or \$2.898 million from the 2021–22 financial year. This is mainly due to increased employee vacancies due to labour market pressures and reduced operating expenditure as result of capacity issues. Employee expenditure decreased by 1.0 per cent or \$0.476 million over the previous year due to increased employee vacancies.

The CCC spent \$14.209 million for supplies and services expenditure in 2022–23, compared to \$14.482 million in 2021–22. This is a decrease of 1.9 per cent or \$0.273 million from the previous year and is mainly due to lower expenditure incurred on specialist contractor services utilised to deliver the digital projects, including cloud infrastructure transition.

Payments for office accommodation are the highest category of supplies and services expenditure at \$3.517 million or 24.8 per cent of total supplies and services expenditure. Consultant and contractor costs at \$2.212 million or 15.6 per cent for various services are the second highest category of expenditure. Information technology hardware and software maintenance at \$1.964 million or 13.8 per cent for various services are the third highest category of expenditure, followed by telecommunications and access costs at \$1.668 million or 11.7 per cent.

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

## Financial position

### Capital acquisitions

The CCC invested \$1.750 million on capital acquisitions strategy during the financial year compared to \$2.120 million in 2020–21, mainly as part of the ongoing asset replacement and maintenance program in accordance with our *Asset Strategic Plan*.

### Assets

As at 30 June 2023, CCC total assets were valued at \$34.551 million compared to \$28.481 million in 2020–21, an increase of \$6.070 million from the previous year. The increase is mainly due to the surplus caused by the decreased expenditure due to staff vacancies resulting in increased cash held.

### Liabilities

As at 30 June 2023, the CCC's liabilities were valued at \$4.540 million compared to \$4.659 million in the previous year. This decrease of \$0.119 million relates to payables and accrued employee benefits offset by increased lease liabilities due to a lease extension.

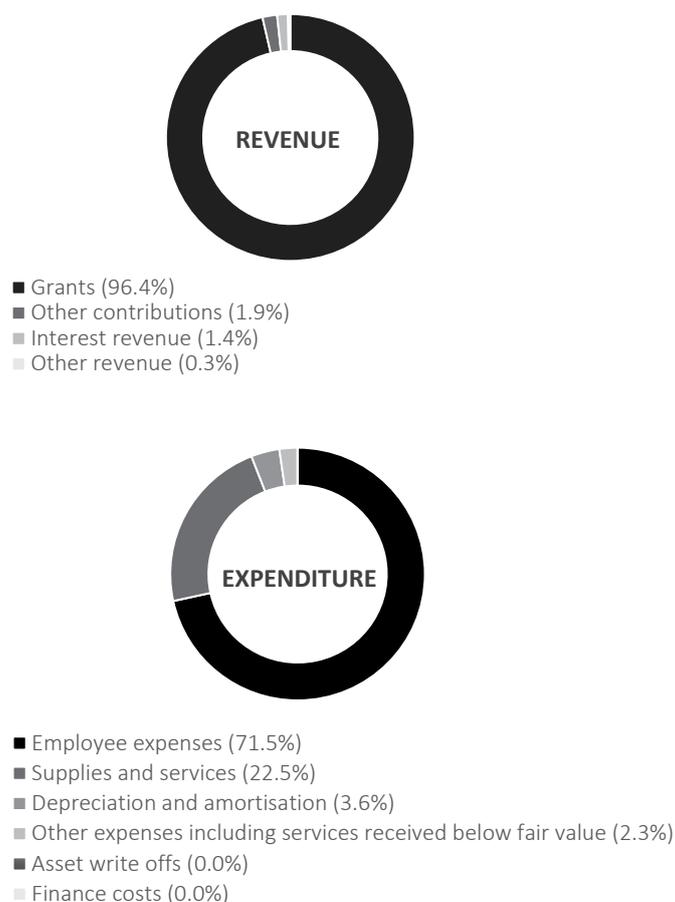
### Net equity

As at 30 June 2023, our equity was valued at \$30.011 million. This is an increase of \$6.341 million or 26.90 per cent, due to the surplus from 2022–23.

### Current ratio

As at 30 June 2023, the CCC's current ratio is 7.62 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity — its ability to meet short-term debts.

Figure 17: Revenue and Expenditure



# External inquiries and reviews – ensuring accountability and transparency

**We report on these as transparently as we can to demonstrate our accountability to the public.**

Public inquiries and reviews are an important avenue for independently overseeing our operations and identifying opportunities to improve them. The public expect us to implement these recommendations and publicly report on our progress.

Over the last 12 months, multiple inquiries and reviews with direct relevance to the CCC have commenced or been finalised. We have carefully considered the recommendations made by inquiries and external reviews, both those focused on the operation of the CCC directly and those relating to parts of the integrity system that the CCC intersects with. While the reviews have largely focused on our corruption function, we will leverage the benefits of these reforms in our other functions, where appropriate.

This section provides an overview of our progress (as at the end of the reporting period) against recommendations for which we have responsibility and a consolidated view of advancements we are making to create a better CCC.

## External inquiries and reviews of direct relevance to the CCC

External inquiries and reviews with direct relevance to our activities in 2022–23 include:

- *The Commission of Inquiry relating to the Crime and Corruption Commission (Fitzgerald/Wilson Inquiry)*
- *Report no. 106, 57<sup>th</sup> Parliament PCCC: Review of the Crime and Corruption Commission's activities (Five-Year Review 2021)*, and
- *A call for change: Independent Commission of Inquiry into Queensland Police Service responses to domestic and family violence (DFV Inquiry)*.

A total of 40 recommendations were made by these inquiries and reviews.

Wherever possible, we responded quickly to implement the recommendations. Other recommendations are more complex and required more time to consider their implications and undertake detailed planning.

### **Commission of inquiry relating to the Crime and Corruption Commission (*Fitzgerald/Wilson Inquiry*)**

7 February 2022 to 9 August 2022

In February 2022, the Honourable Gerald Edward (Tony) Fitzgerald AC, KC and the Honourable Alan Wilson KC, were appointed to publicly inquire into and report on the adequacy and appropriateness of:

- the structure of the CCC in relation to use of seconded police officers [*in connection with its corruption jurisdiction*]
- legislation, procedures, practices and processes relating to the charging and prosecution of criminal offences for serious crime and corruption in the context of CCC investigations, and
- section 49 of the *Crime and Corruption Act 2001*.

The final report was provided to the Queensland Government on 9 August 2022 and made 32 recommendations for change, of which 29 are the direct responsibility of the CCC to implement.

In response, the CCC developed a five-year road map to deliver on the recommendations, to ensure sustained transformation and enhanced public confidence in the CCC. In recognition of the considerable effort required to undertake organisational reform, the Government has invested \$20.849 million from 2022–23 to 2027–28 to develop and manage the program, and implement specific recommendations.

As at 30 June, the CCC has completed 10 recommendations in full. These include:

- transitioning a key role to a civilian position (**Recommendation 8**)
- modifying the organisational structure (**Recommendation 15**)
- establishing and recruiting into new positions (**Recommendations 12, 14, 17, 22 and 23**),
- ensuring adequate funding to establish the new Corruption Strategy and Prevention unit (**Recommendation 18**), and
- establishing two new governance groups to oversee corruption investigations (**Recommendations 19 and 20**).

We have also made material progress on 15 other recommendations: Of these, two are worthy of mention:

- **Recommendation 25** (to require the Director of Public Prosecutions' advice before charging) necessitates an amendment to the *Crime and Corruption Act 2001*. The CCC has consulted with the Department of Justice and Attorney-General (DJAG), QPS and ODPP to reach an agreed position on how to give effect to the recommendations.
- **Recommendation 6** recommended that the CCC consider the adequacy of our current organisational culture in safeguarding against the risk of institutional capture. In response to this, in February 2023, we implemented a revised CCC corruption intake and assessment operating model to provide an improved customer-centric approach and stronger focus on serious and systemic corruption or matters of strategic importance to the CCC.

The new model is being closely monitored to ensure it meets our objectives. The new model is supported by a new decision-making tool that sharpens our focus on serious and systemic corruption, new unit structure, improved policies and work instructions, and additional training for our people.

In June 2023, we also implemented a new operating model for our monitoring function. It provides for greater engagement with a UPA, places more tension on investigation timelines, and focuses on both investigative quality and implications for corruption prevention.

We provide monthly reports on the implementation and delivery of recommendations to the Minister, PCCC and

the Parliamentary Crime and Corruption Commissioner (in line with **Recommendations 31 and 32**).

Recognising the significant public interest in the delivery of the recommendations, we release quarterly progress reports on our website.

**Report no. 106, 57<sup>th</sup> Parliament PCCC: Review of the Crime and Corruption Commission's activities (Five-Year Review 2021)**

1 June 2020 to 30 June 2021

Section 292(f) of the *Crime and Corruption Act 2001* requires the PCCC to review and report on our activities every five years, including making any recommendations about changes to our functions and powers. The PCCC's final report made 30 recommendations, of which five are the direct responsibility of the CCC to implement.

As at 30 June 2023, the CCC has completed one recommendation arising from the *Five-Year Review 2021*. The CCC produced easily accessible material to assist in the education of persons (and their legal representatives) participating in coercive hearings (**Recommendation 11**).

The CCC continues to progress the other four recommendations:

- **Recommendation 6** has been impacted by the recent challenge to the exercise of our reporting powers and obligations with parliamentary privilege in the Supreme Court, then the Court of Appeal and our appeal to the High Court heard on 6 and 7 June 2023 (judgment reserved) [*Carne v Crime and Corruption Commission [2021] QSC 228, Carne v Crime and Corruption Commission [2022] QCA 141*]
- The CCC is engaged with DJAG regarding options to allow for the secretariat functions for the Commissioner for Police Service Review to be transferred from the CCC to another appropriate entity, separate from the QPS (**Recommendation 7**)
- The CCC and the Queensland Parliament (through the Speaker of the Legislative Assembly) will continue working on the development and implementation of an information sharing protocol for the dissemination of information held by the CCC that may be relevant to the Parliament in respect of the conduct of Members of Parliament (**Recommendation 23**)

- Our new *Corruption Strategy 2023–27* places much greater emphasis on creating shared responsibility for dealing with complaints and working together with our public and private sector partners. We will more effectively engage with our partners and deliver additional corruption-related guidance to improve public confidence that corruption complaints will be dealt with effectively (**Recommendation 29**).

**A call for change: Independent commission of inquiry into Queensland Police Service responses to domestic and family violence (DFV Inquiry)**  
30 May 2022 to 21 November 2022

The *DFV Inquiry* was established to inquire into any cultural issues within the QPS that influence the investigation of domestic and family violence (DFV), and how those cultural issues contribute to the overrepresentation of First Nations peoples in the criminal justice system. The Commission also inquired into the capability, capacity and structure of the QPS to respond to DFV, and the adequacy of the processes for dealing with complaints about police officers to ensure the community confidence in the QPS.

The final report was publicly released on 21 November 2022 and made 78 recommendations, of which two (**Recommendations 70 and 71**) were directed at the CCC and two (**Recommendations 68 and 69**) which will directly impact the CCC if the Queensland Government supports the establishment of an independent Police Integrity Unit to be housed within the CCC.

We commenced work on designing and evaluating options for the management of police conduct and complaints which seek to best achieve an effective complaints system that is independent, effective and fair, accessible and responsive, transparent, timely and proportionate. Specific activities in support of **Recommendations 68–70** have included:

- our Chairperson and CEO travelling to Northern Ireland to meet with academics, law enforcement personnel and integrity agencies to learn more about their approach to police integrity oversight
- consultation with relevant stakeholders, including many non-government organisations who were involved in the *DFV Inquiry* process, and
- engagement of an independent consultant to assist in the development of an options analysis and draft implementation plans for consideration by the Queensland Government.

**Table 1: Status of recommendations arising from external inquiries and reviews**

**No. and status of recommendations for which the CCC has direct responsibility**

Inquiry or Review	Completed	In progress	Noted but not yet commenced	Noted	Total
<i>Fitzgerald/Wilson Inquiry</i>	10	15	4	1	30
<i>Five-Year Review 2021</i>	1	4	0	2	7
<i>DFV Inquiry</i>	0	0	2	0	2
<b>Total</b>	11	19	6	3	39

The table at **Appendix A** lists recommendations for which the CCC has direct responsibility.

---

# Looking ahead to 2023–24

**This year we comprehensively examined our internal and external environment to ensure we remain responsive to emerging issues and challenges. Global and national megatrends, the recommendations of external reviewers, and the expectations of our partners and the public were all critical factors in defining a new set of ambitions for our agency and our mandate to combat crime and reduce corruption in Queensland.**

## **Our revised strategic objectives**

Over the next four years, we will focus on four 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.
- **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.
- **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, and
- **Continuous improvement** – Anticipating and responding effectively to our dynamic and challenging operating environment.

*For more information about our strategic direction, see pages 74–80.*

---

# Reducing the incidence of major crime and corruption in Queensland

Focus area   Illicit markets of high value or high public impact	31
Focus area   Crimes involving risk to, or actual loss of life or serious injury to a person	36
Focus area   Crimes against children and vulnerable people	38
Focus area   Corruption involving improper influence, abuse of authority and exploitation of public sector resources	40
Engaging with our stakeholders	47

## Key strategies:

- Work with our partners to solve and prevent major crime
- Remove the financial benefit and support for serious criminal offending
- Investigate and oversee investigations into serious and systemic public sector corruption and police misconduct
- Inform, educate and empower public institutions to build corruption resistant cultures
- Contribute to improved public policy decision making by providing independent and evidence-based advice to government

---

# FOCUS AREA | Illicit markets of high value or high public impact

**This year we remained focused on disrupting high value illicit markets and sophisticated criminal networks operating in Queensland. These networks endanger our community by engaging in serious criminal activity including firearms trafficking, cybercrime, organised fraud, and the distribution of illicit drugs. We continue to target and investigate illicit market activity with the highest value and causing the most devastating impacts to Queenslanders, their families, and our community.**

Organised crime groups of all kinds are heavily involved in illicit market activities with strong links to global supply chains through international networks and facilitators. Often these groups operate using sophisticated business models and expertise to produce significant financial return for those involved.

Facilitators and enablers may be respected professionals within the community, who offer their expertise on a fee-for-service basis. They are typically recruited by organised crime groups through pre-existing networks which have global reach, requiring national and international law enforcement collaboration and coordination.

In response, we continued to work closely with our law enforcement partners in 2022–23, focusing our efforts on the systems and expertise that enable high value, high impact organised crime to thrive. We prioritised the timely dissemination of intelligence, collected through our investigations and strategic projects, to assist our partner agencies.

In 2022–23, our investigations and proceeds of crime-related referrals were affected by a more volatile, shifting, and litigious operating environment. This presented challenges for meeting our performance targets. Other factors that continued to impact our results included court hearing delays and uncooperative witnesses in investigative hearings.

## Investigating crime

In 2022–23, we progressed five and finalised 10 crime investigations targeting illicit markets and their facilitators.

We held 32 days of hearings and examined 24 witnesses to support and advance investigations by the CCC or the QPS that were focused on illicit markets.

### Facilitators involved in major crime operations

An investigation into money laundering, fraud and drug trafficking involving members of an OMCG based on the Gold Coast resulted in the arrest of five offenders on 16 charges, which included drug trafficking, consorting and contravening access orders.

A defendant pleaded guilty and was sentenced to 15 years' imprisonment for possessing 10 kg of crystal methamphetamine, with an estimated wholesale value of \$2 million. The drug was being trafficked from Sydney to Brisbane as part of a syndicate operating in South-East Queensland, and the conviction represents a significant disruption to the syndicate's commercial supply chain.

Additionally, 35 intelligence products arising from the investigation were disclosed to law enforcement partners. One disclosure resulted in the charge and conviction of a person for possession of tainted property and the forfeiture of \$150,000 in cash.

### Theft and trafficking of weapons

In December 2022, the CCC conducted a hearing over three days to examine the circumstances around the theft of 11 firearms from a residential property and the subsequent alleged unlawful trafficking, supply and possession of those weapons. The hearing resulted in the identification of possible storage locations of several weapons which had not been recovered by police at the time the matter was referred to the CCC.

### **Drug trafficking syndicate with links to an OMCG**

In 2023, the CCC conducted a hearing over eight days to examine alleged drug trafficking from Sydney to regions in Queensland by a syndicate with links to an OMCG. The hearing provided police with useful information about methodologies used by the syndicate and corroborated information known to police.

### **Intelligence operations and activities**

We share intelligence with our law enforcement partners that we have obtained through our investigations and intelligence activities. This enables a collaborative and holistic response to identifying and disrupting criminal networks, their participants, and the systems and expertise that allow them to operate successfully in our community.

In 2022–23, we progressed an intelligence investigation targeting facilitators and participants in illicit market crimes and finalised three intelligence operations into illicit market activities. This included the examination of eight witnesses over 12 days of hearings.

Additionally, we made 221 disseminations relating to investigations and in response to requests for information.

### **Assessment of trade-based promotion business models**

An intelligence operation aimed to test and validate the business model of trade-based promotions as a potential money laundering risk. The operation resulted in consultation with the Queensland regulator about the need for potential legislative reform as well as the dissemination of five intelligence products to our law enforcement partners.

### **Suspected facilitator of money laundering and drug trafficking offences**

Another intelligence operation finalised and closed in the reporting period, focused on the facilitation of offences including money laundering and drug trafficking by persons associated with an OMCG based in Queensland via motor vehicle businesses with the gang. The CCC's involvement was a partnership-driven approach with the QPS, and relevant Commonwealth agencies, to achieve the objectives of the Commonwealth OMCG strategy.

The operation resulted in six intelligence products being produced and disseminated to our law enforcement partners which identified potential educational, disruption and prevention strategies. The use of investigative hearings early in the operation also provided significant value in assessing the currency of

intelligence and ultimately expedited the matter to closure.

### **Encrypted telecommunications distributors enabling organised crime**

In 2022–23, we concluded an operation which enabled us to leverage our expertise in targeting encrypted telecommunications distributors suspected of enabling criminal activity such as drug trafficking and money laundering.

The operation resulted in a total of 55 intelligence products disseminated to our law enforcement partners about the types of devices (and applications) being supplied and the operational model utilised by the network in Queensland, New South Wales, and Victoria.

### **Key strategic intelligence products produced**

To support our work in combating and reducing the incidence of major crime, we undertake research and intelligence activities on matters concerning the administration of criminal justice in Queensland, or to promote understanding and develop strategic insights for effective prevention and responses to serious and organised crime affecting the Queensland community.

Intelligence products produced and disseminated to national and commonwealth enforcement partners during one intelligence operation, focused on exposing linked encrypted communication resellers, assisting current tactical operations as well as making a significant contribution to law enforcement understanding of an encrypted communications business model facilitating organised crime.

### **Removing the financial benefits of crime**

In 2022–23, we pursued our commitment to making serious crime not pay by targeting high profit, high impact crime. Confiscating assets gained from criminal activity undermines the profitability of those crimes and prevents crime-derived profits from being re-invested to support ongoing and additional criminal activity.

### **Criminal proceeds confiscation action**

As at 30 June 2023, we had 80 ongoing confiscation matters; comprising 17 finalised matters expected to realise \$4.086 million for the State of Queensland, and 63 active matters of which:

- 30 have potential for \$15.776 million in assets to be restrained, and
- 33 have an estimated \$44.345 million in assets under restraint.

## Illicit markets

This year, our proceeds action related to illicit markets resulted in 11 restraining orders being obtained over assets valued at \$5.223 million and 15 forfeiture orders valued at \$4.296 million.

Significant outcomes in relation to restraint and forfeiture action this year include:

- following a QPS investigation into a large-scale cannabis trafficking operation, \$1.593 million in real estate holdings were restrained
- the restraint of \$1.035 million in assets following a routine QPS vehicle interception led to the discovery of \$490,000 in cash which was restrained along with a real estate property and a motor vehicle
- the recovery of \$0.954 million in cash to the State as a result of a QPS led investigation into the trafficking of cocaine, methylamphetamine and cannabis, and
- the recovery of \$0.692 million to the State comprising of bank account funds and a real estate property which was restrained in 2015 and 2020 respectively.
- the recovery of \$0.497 million in cash to the State which was located in a vehicle parked in a carpark along with a number of firearms, ammunition, drugs and drug paraphernalia.

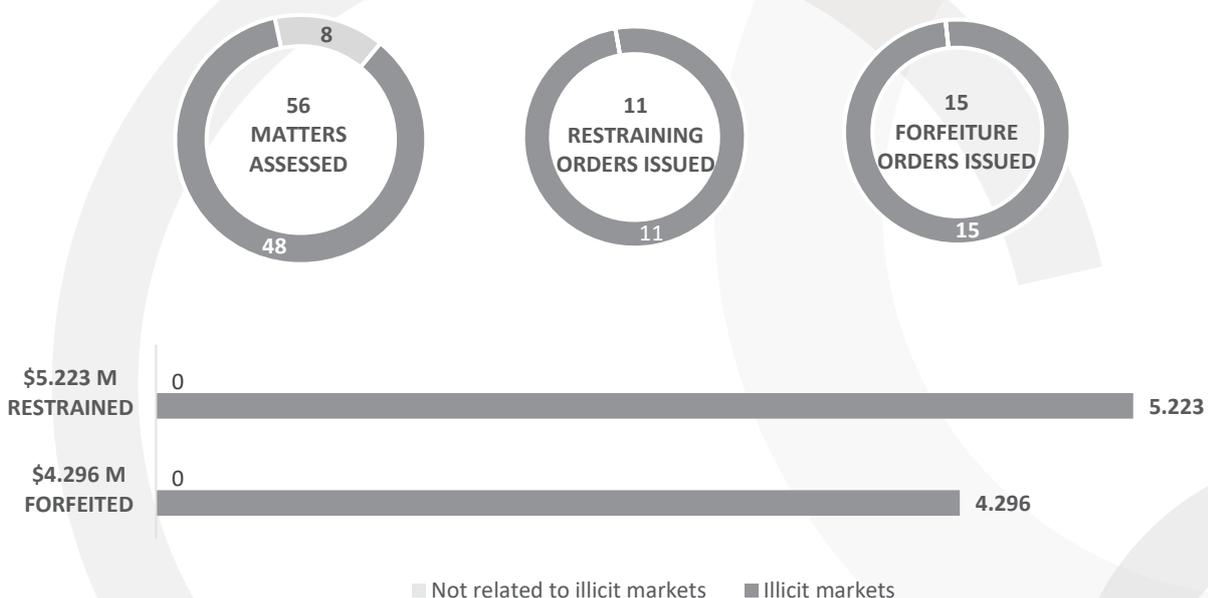
### About our proceeds of crime function

Under the *Criminal Proceeds Confiscation Act 2002*, we are responsible for administering the civil confiscation scheme and serious drug offender confiscation order scheme. Under these schemes, we initiate actions to confiscate the proceeds of crime based on our investigations and on referrals from the QPS and other law enforcement agencies.

The civil confiscation scheme enables the restraint, and subsequent forfeiture, of a person's assets where there is a reasonable suspicion they have engaged in serious crime-related activity. The serious drug offender confiscation order scheme enables the confiscation of assets where a person has been convicted of a specific qualifying drug offence.

We work closely with the QPS and the ODPP to identify and litigate proceeds of crime matters, as well as the Public Trustee of Queensland, who holds and disposes of restrained property on behalf of the State of Queensland.

Figure 18: Proceeds of crime matters assessed, restraining and forfeiture orders issued in 2022–23



## Action on Ice update

The Queensland Government’s five-year *Action on Ice* plan commenced in 2018 to address the harms caused by ice (methylamphetamine) by breaking the cycle of drug use and building upon existing efforts across government agencies. The key activities address every aspect of the path to addiction, with a focus on reducing supply and demand for methylamphetamine, and minimising harm.

We are committed to the Government’s plan to address and minimise the harmful impact of methylamphetamine upon Queensland communities. We support the Queensland Government’s *Action on Ice* initiatives by prioritising investigations into high threat criminal networks that are trafficking methylamphetamine into Queensland.

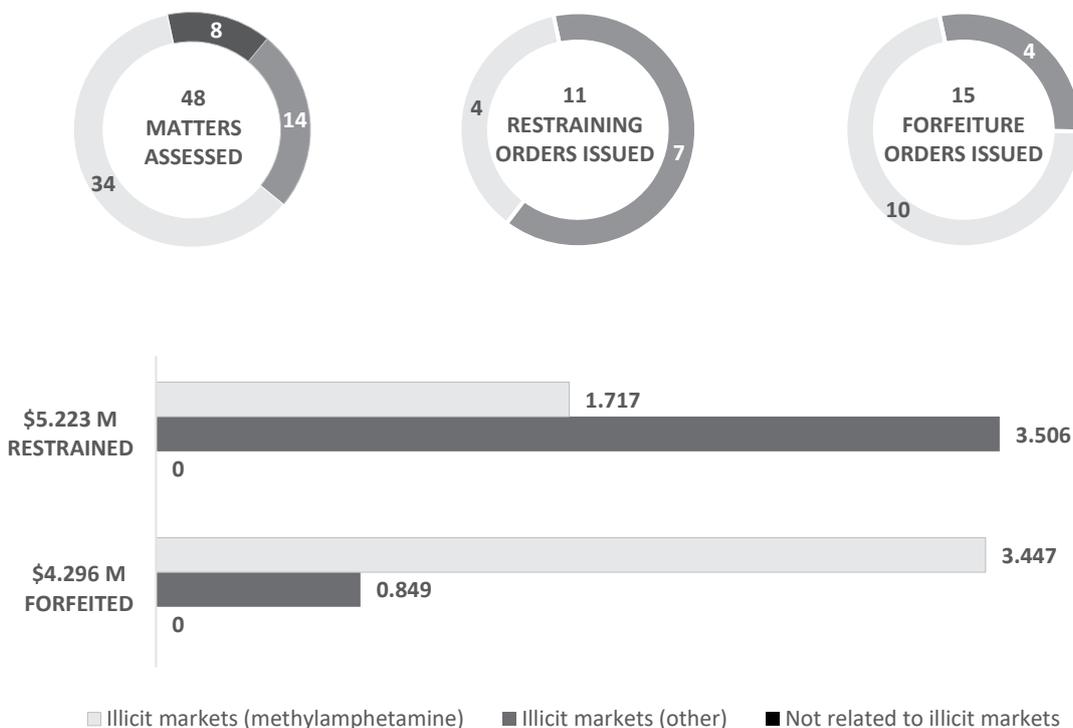
In 2022–23, we removed the financial benefit from trafficking in methylamphetamine by restraining

\$1.717 million worth of assets derived from, or associated with, methylamphetamine-related criminal activity, and obtained the court-ordered forfeiture of \$3.447 million worth of assets derived from or associated with methylamphetamine-related criminal activity (see **Figure 19** for breakdown).

We also worked with the QPS to progress investigations into methylamphetamine trafficking by examining two witnesses over five hearing days.

A defendant pleaded guilty and was sentenced to 15 years imprisonment for possessing 10 kg of crystal methylamphetamine, with an estimated wholesale value of \$2 million. The drug was being trafficked from Sydney to Brisbane as part of a syndicate operating in South-East Queensland, and the conviction represents a significant disruption to the syndicate’s commercial supply chain.

**Figure 19: Methylamphetamine-related matters as a proportion of total proceeds of crime matters assessed, restraining orders and forfeiture orders issued in 2022–23**



---

## Strategic and research projects

### Enhancing our cryptocurrency investigation capability

In March 2021, we commenced a project to uplift our cryptocurrency capability with a focus on the infrastructure, resources and policies and procedures to support the training, administrative and operational environments for investigations involving cryptocurrency transactions.

As cryptocurrencies operate globally and largely outside regulated financial markets and systems with a high level of anonymity, they are able to be exploited by criminal groups as a means of:

- securely making payments for illicit goods and services
- raising revenue to finance criminal activity, and
- laundering criminal proceeds through complex networks of exchanges, brokers, and online services.

In May 2022, we established a training environment, and created a capability framework to guide future activities for crypto capability development.

In 2022–23, we progressed the next stages of the project, focusing on our operational and administrative environments. Foundational cryptocurrency training was also delivered to key investigation staff to ensure we continue to improve our crypto capability. The project will continue into 2023–24.

### Legislative reform – Strengthening the effectiveness of Queensland’s confiscation schemes

To strengthen the regulatory environment for proceeds of crime action, we continued to pursue policy and legislative change, including:

- to modernise Queensland’s money laundering offence
- improving avenues for national cooperation on unexplained wealth, and
- strengthening the administration of the scheme.

In 2023–24, we will undertake a legislative review of the *Criminal Proceeds Confiscation Act 2002*. This initiative is in response to the most pressing legislative gaps inhibiting our success and ability to remove the financial benefit of criminal activity and recover the proceeds of those crimes back to the State.

# FOCUS AREA | Crimes involving risk to, or actual loss of life or serious injury to a person

**The unlawful killing of another is the most serious offence in Queensland, attracting a maximum sentence of life imprisonment, which is mandatory in the case of murder. Offences causing death, or serious and permanent injury or disability, cause enormous grief and are detrimental to the wellbeing and sense of safety of the community.**

Offences of this kind are often premeditated or highly planned and may involve multiple motivated suspects. They may also involve domestic violence or have links to organised crime.

The QPS may seek our assistance to help solve serious violent crimes, and we are able to respond to these requests in the early stages of a police investigation if the use of our coercive hearing powers would result in a more effective investigation.

## Investigating crime

During 2022–23, we supported several QPS operations involving homicides and other serious violent crimes by progressing four crime investigations and finalising 18 investigations. We held 61 days of hearings and examined 58 witnesses. Some investigative outcomes are summarised below.

### Homicide of a 32-year-old man on 26 January 2009

A number of hearings have been held at the Crime and Misconduct Commission (CMC) and CCC since 2009 in relation to the homicide of a 32-year-old man on 26 January 2009 at Burleigh Heads.

Following the hearing conducted over May, June and August 2022, and in combination with other investigative strategies, critical evidence was obtained which led to four people being charged in relation to the murder.

### Suspected murder of a 25-year-old male near Toowoomba on 15 March 2022

Six witnesses were examined in Brisbane over five days between July and September 2022 about the suspected murder of a 25-year-old male near Toowoomba on 15 March 2022.

The hearing yielded evidence about the location and subsequent recovery of the murder weapon, and evidence of the involvement of several other persons with accessorial liability.

### Homicides of 47-year-old female and a 20-year-old male in Stretton on 8 August 2022

Hearings were held over two days in October 2022 and January 2023 into the homicides of a 47-year-old female and a 20-year-old male.

The hearing resulted in further information being obtained about the suspect at the time of the homicides, as well as information about another witness's involvement, which led to the charges being dropped against the witness.

### Multiple homicides at Bogie on 4 August 2022

In November 2022, examinations were held into the multiple homicides of 71- and 35-year-old males, a 59-year-old female, and the non-fatal shooting of a 30-year-old male.

The hearing enabled versions of previously uncooperative witnesses to be obtained and to clarify events relevant to the investigation. The hearing also assisted in confirming the movements of two witnesses at the crime scene on the day of the offence as well as confirming the movements of the defendant. This provided crucial information to police in understanding the timeline of events surrounding the homicides.

---

### **Cold case investigation into the homicide of a male at Logan Reserve on 1 November 2012**

The CCC held a fourth hearing in March 2023 into the homicide of a male at Logan Reserve on 1 November 2012. Hearings in relation to this matter were previously held in February 2013 to December 2014, August 2016 and November 2020.

The hearing resulted in a substantial number of new inquiries in relation to the QPS investigation, including the identification of other potential witnesses, confirmed timelines and other lines of enquiries.

### **Homicide of a 19-year-old female at Bundamba on 5 February 2023**

A witness was examined in March 2023 into the homicide of a 19-year-old female, believed to have been caused as a result of injuries sustained on 4 February 2023.

The information obtained as a result of the hearing assisted in exhausting lines of inquiry for the police investigation.

### **Acts of violence committed by three separate groups over the course of 2022**

The CCC examined ten witnesses in Brisbane over 12 days in January and February 2023. The scope of the hearing concerned five shootings and an arson occurring between April and October 2022. The attempted murders are believed to be committed by three separate rival gangs in which victims and witnesses are generally reluctant to cooperate with police.

The CCC hearing assisted the police investigation by enabling the credibility of several witnesses to be assessed.

### **Homicide of a 38-year-old male at Oxley on 4 October 2022**

In April and May 2023, several witnesses were examined into the homicide of a 38-year-old male at Oxley on 4 October 2022. The hearing resulted in the identification of the possible storage location of the firearm used to commit the offence resulting in further lines of inquiry for the police investigation. The hearing also exposed a possible defence for a suspect, and another witness's credibility was able to be assessed.

### **Shooting of at 34-year-old male at Spring Hill on 15 November 2021**

Seven witnesses were examined over nine days in July and August 2022 into the non-fatal shooting of a 34-year-old male. The hearing resulted in additional information being obtained to clarify aspects about the circumstances leading up to and following the offence which assisted the police investigation.

---

# FOCUS AREA | Crimes against children and vulnerable people

**We work in cooperation with other agencies to fight the most significant crimes involving physical or sexual abuse of children or other vulnerable people (such as the elderly or mentally or physically impaired persons), including homicide, grievous bodily harm (whether through violence, maltreatment, or neglect), torture and serious or organised sexual exploitation.**

These crimes can be particularly difficult to prevent, detect and solve through conventional methods of enquiry or investigation in an increasingly complex, borderless, and technology-enabled crime environment.

Often offending occurs out of sight; physical or forensic evidence is compromised or destroyed; multiple suspects or offenders exist; offenders have authority over, or care for, the victim; and witnesses are unwilling to cooperate with authorities out of fear or due to their relationship with the offender.

CCC hearings play a significant role in facilitating the identification of victims, offenders, and witnesses, and obtaining vital information about offenders and their criminal networks and methods.

## Investigating crime

In 2022–23, we continued to assist the QPS in investigating crimes against children and vulnerable people.

We commenced four new investigations relating to this area of focus, and finalised six investigations, most of which commenced in the previous financial year.

In 2022–23, we held 24 days of hearings and examined 22 witnesses to support and advance investigations into alleged crimes against children and vulnerable people.

Some investigative outcomes are summarised below.

### Suspected homicide of 14-year-old child in 2019

In February and March 2023, the CCC held a hearing in Brisbane and Townsville in relation to the suspected homicide of a 14-year-old child on or about 18 March 2019.

The hearing resulted in obtaining evidence from witnesses who were reluctant to provide statements to police as well as eliminated potential suspects. The hearing also revealed further avenues for investigation by the QPS.

### Suspected homicide of a six-year-old boy as a result of a vehicle incident

In August 2022, we held a hearing into the suspected unlawful homicide of a six-year-old boy as a result of a vehicle crash earlier in 2022.

The hearing provided some indication as to the validity of previously supplied versions of events and also assessed the witness's credibility.

---

### **Grievous bodily harm and torture of a six-week-old boy**

In September 2022, the CCC held a hearing into the grievous bodily harm and torture of a six-week-old male child between 14 May 2022 and 22 June 2022.

As a result of the hearing, additional witness statements were identified and obtained by QPS investigators, and all remaining lines of enquiry were exhausted.

### **Possession of child exploitation material and other related offences**

A witness was examined in May 2023 into child exploitation material offences and other offences of a sexual nature alleged to have been committed by a male in Queensland, New South Wales and Victoria.

The hearing identified the use of other electronic devices and access information which was previously unknown to police. Further enquiries were also identified which will assist with the police investigation.

### **Review of the Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004**

In 2022–23, we undertook a scheduled legislative review of the *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004* (the Act) in accordance with section 74C of the Act.

Our review comprehensively examined the operation of the Act, including policies, training, and practices that give effect to the Act, and how well the options provided in the Act protect children, by managing or mitigating the risks posed by offenders defined under the Act.

During the review we:

- published a discussion paper and called for public submissions
- interviewed specialist police who administer the Act, and prosecutors from the ODPP
- received official quantitative data from the QPS, Queensland Courts and Queensland Corrective Services
- reviewed peer-reviewed journal articles
- conducted legal comparison and analysis on specific topics arising from our review, and
- monitored the progress of two Bills introduced to Queensland Parliament that sought to amend the Act.

Our report, which included 23 recommendations to improve the Act and how it operates, was tabled by the Acting Speaker in the Legislative Assembly on 21 June 2023.

# FOCUS AREA | Corruption involving improper influence, abuse of authority and exploitation of public sector resources

**This year we continued to investigate allegations of serious and systemic corruption within Queensland's public sector. Our focus was on the conduct of people who sought to exploit the authority and resources entrusted to them through their public sector employment. Third parties who also seek to influence the way a UPA employee makes a decision, exercises a discretion or undertakes an activity were also a focus area.**

In 2022–23, we received 3,931 complaints of suspected corruption. As one complaint may be comprised of multiple allegations, often against more than one person and describing various types of conduct, we received a total of 8,398 allegations.

The number of complaints we receive has been steadily increasing since 2015–16, with a one per cent increase this year (up from 3,889 last year). An 18 per cent increase in complaints against the QPS is largely attributable to an increase in notifications regarding domestic and family violence matters, as a result of the *DFV Inquiry*, as well as complaints relating to police culture (including bullying, harassment and discrimination).

Overall complaints involving local governments decreased by 19 per cent when compared to 2021–22 and have continued a downward trend over the last 3 years, while notifications from UPAs about local governments decreased by eight per cent.

Complaints about other UPAs (excluding QPS and local government) are down 16 per cent when compared to 2021–22. While it is not clear what has led to this decrease, initiatives within our new *Corruption Strategy 2023–27* include projects designed to allow us to better understand trends in reporting.

There has been a decrease in timeliness of our assessments. This is expected for a period of time noting the significant change processes implemented within our complaint intake and assessment unit earlier this year (see page 27).

Of the matters that fell within our jurisdiction, we commenced 51 investigations and finalised 39 investigations (some having commenced in previous years) resulting in:

- two criminal charges against one person
- seven recommendations for disciplinary action involving three people, and
- 21 prevention recommendations.

We referred 3,057 complaints to other agencies for investigation; of those, we identified 119 matters as requiring oversight (monitoring and review). Our reviews of external investigations led us to make 14 prevention recommendations.

When deciding on where to invest our resources, statistics are not the only factor we take into account. In line with the insights derived from the different stages of the complaints process, and in order to remain responsive to serious and emerging risks in the public sector, each year we review and may realign our areas of focus.

In 2022–23, we expanded our focus area to include allegations involving improper influence. This area of focus seeks to identify third parties who influence, or attempt to influence, the way a UPA employee makes a decision, exercises a discretion or undertakes an activity.

This year, we also invested considerable resources to continue improving our service delivery, our capabilities, and our ways of working.

---

# Improper influence

**The public expects government decisions to be made in the best interests of the community, and that their state and local governments will be open to ideas and advocacy that enhance the quality of those decisions. For all views to be properly considered, access to decision-makers must be equitable and transparent. This will give the public confidence that the outcome is not affected by improper influence and will reduce the potential risk of corruption.**

People can seek to influence government decisions in many ways, including through leveraging political and personal associations, political donations, providing gifts or benefits, or engaging the services of well-connected individuals or organisations such as registered lobbyists.

Improper influence encompasses any allegation that involves a third party seeking to influence an outcome. Some examples include:

- A recruitment process is being undertaken by an appropriately constituted panel. The influencer is not a member of the panel, but is senior to the panel members, and seeks to apply pressure to ensure that a candidate of their preference is offered the position.
- A person develops a close association with a Minister ingratiating themselves through a series of activities over a long period of time. The activities building that relationship may be varied – giving of gifts, genuine friendship, doing favours – but the result is a close relationship. The person leverages that relationship, and the favourable view of them held by the Minister, to either further their own purposes or to assist other persons gain access to the Minister for the furtherance of their purposes.

## Investigating corruption

In 2022–23, the CCC received 60 complaints relating to improper influence, which represented two per cent of all complaints received during the year.

A total of 181 allegations were received, with the most common allegation relating to the building of close relationships and the leveraging of those relationships to further personal purposes.

**Table 2** shows the breakdown of investigative outcomes and referrals this year. In 2022–23, we finalised one investigation relating to improper influence.

## Oversight of agency investigations: reviews and monitoring

We commenced seven reviews and finalised seven reviews of matters dealt with by UPAs subject to our monitoring function.

**Table 2: Improper influence — summary of outcomes 2022–23**

Description	Number
Investigations commenced	7
Investigations finalised	1
People charged	0
Criminal charges laid	0
Referred to a UPA as a disciplinary matter	0
Referred to a UPA to investigate subject to monitoring by the CCC	13
Reviews commenced	7
Reviews finalised	7
Prevention recommendations made	0

## Preventing corruption

### Targeting significant corruption risks: lobbying and influence

Work continued throughout 2022–23 in relation to possible corruption risks surrounding lobbying and influence. In June 2022 we released an issues paper entitled *Influencing practices in Queensland: Have your say*, with a call for public submissions on this topic. We received 54 submissions from a broad range of individuals and organisations.

On 30 January 2023, we published a corruption prevention report summarising insights into the risks associated with influencing practices. The report discusses key themes and highlights areas of continuing risk and opportunities to improve confidence and transparency across state and local government decision-making.

Seven reforms were proposed to minimise the risk of improper influence:

1. amend definitions to capture all types of influence
2. ensure greater visibility of influence at state and local government level
3. introduce better controls over the influence of former government or Opposition representatives
4. audit compliance with post-separation restrictions
5. introduce a dual reporting platform
6. manage the risks associated with government board appointments, and
7. deliver education about transparency requirements and how to prevent improper influence.

To accompany the release of the report, we wrote to all public sector agencies advising them of this report and encouraging them to share it with their colleagues to raise awareness across the public sector of what could be considered “improper” attempts to influence decision-making.

The Queensland Government advised it will consider the CCC’s report in the context of implementing outstanding recommendations of the *Coaldrake Review* and *Strategic Review of the Integrity Commissioner’s Functions (Yearbury Review)* reports.

---

# Abuse of authority

**Abuse of authority can manifest in many ways – attempts to bypass merit-based processes and improperly influence recruitment or procurement decisions, failure to declare a significant conflict of interest, and workplace bullying. Often closely allied to the exploitation of public resources (see pages 45–46), abuse of authority can result in biased decision-making, unsuitable appointments, funding being inappropriately allocated and public money wasted.**

Our focus on this corruption risk is to ensure public confidence in the decisions being made on their behalf by employees of UPAs and elected officials. Any incident of abuse of authority erodes trust in, and encourages cynicism about, the operation of government.

Abuse of authority encompasses any allegation that involves:

- misuse of authority to benefit self and/or others
- misuse of authority in the workplace/service delivery to threaten/cause a detriment (including bullying).

The increasing trend regarding the movement of people between the public and private sector, and the increasing use of private sector agencies to undertake work for the public sector, has been identified as one of the highest corruption risks in Queensland.

Since 2021–22, the CCC has focused on allegations involving the misuse of authority by public sector employees, including those with special legislative powers like elected officials and the QPS.

Transparent, merit-based selection is a cornerstone of public sector recruitment and perceptions of favouritism and nepotism can be highly damaging to organisational culture.

Likewise, transparency and probity are an integral part of effective procurement practices – they help to safeguard public funds and ensure that value for money is achieved.

## Investigating corruption

In 2022–23, we received 377 complaints (645 allegations) relating to the abuse of authority, with the most common allegations relating to misuse of authority to benefit others. We commenced 24 investigations. Complaints about the abuse of authority accounted for 10 per cent of all complaints received in 2022–23.

Abuse of authority matters, including allegations of nepotism and favouritism in recruitment and procurement, represent the highest proportion of matters investigated by the CCC, comprising approximately 56 per cent of the investigations finalised in 2022–23 and, as at 30 June 2023, 61 per cent of the CCC's current investigations.

Based on those complaints, we finalised 22 investigations relating to the abuse of authority. As a result of an investigation into a senior QPS officer's alleged abuse of authority, three disciplinary recommendations were made. **Table 3** shows the breakdown of investigative outcomes.

## Oversight of agency investigations: reviews and monitoring

We commenced 97 reviews and finalised 92 reviews of matters dealt with by UPA subject to our monitoring function.

## Preventing corruption

In recognition of the serious corruption risks associated with abuse of authority, this year we continued to proactively engage with stakeholders through an ongoing program of presentations and training, while also responding to requests for advice on corruption prevention.

Specific prevention recommendations arising out of our investigations and monitoring activities were made to agencies in relation to:

- ensuring systems and processes are in place to correctly identify, declare and manage conflicts of interest
- ensuring proper documentation of decision-making in relation to appointment and reclassification processes
- improving policies and procedures in relation to gifts and benefits, and
- appropriate use of departmental vehicles.

**Table 3: Abuse of authority – summary of outcomes 2022–23<sup>1</sup>**

Description	Number
Investigations commenced	24
Investigations finalised	22
People charged	0
Criminal charges laid	0
Referred to a UPA as a disciplinary matter	2 <sup>2</sup>
Referred to a UPA to investigate subject to monitoring by the CCC	39
Reviews commenced	97
Reviews finalised	92
Prevention recommendations made	26

Notes:

1. Some of the matters referenced above are also captured and reported under 'Exploitation of public sector resources'.
2. Includes two persons referred on four disciplinary recommendations.

# Exploitation of public sector resources

**Public sector employees, under *the Public Sector Ethics Act 1994 (Qld)*, must ensure their decisions are in the public interest. A fundamental aspect of this is ensuring they use official resources appropriately and only for authorised purposes. Failing to do so is a breach of public trust and may result in disciplinary action or prosecution.**

Exploitation of public sector resources can include deliberate acts of stealing, fraud, and misappropriation, but also includes misusing or poorly managing resources. The resources most at risk include public funds, vehicles, equipment and technology, facilities and materials, allowances and other entitlements, and work time.

Exploitation of public sector resources encompasses allegations including:

- fraud
- theft
- misappropriation, and
- unauthorised use of government resources.

Complaints (and allegations) about exploitation of public sector resources peaked in 2018–19 (see **Table 4**), and we have focused on it since 2019–20. Over time the number of allegations received has been decreasing. While there is no single explanation for the decrease, our fraud prevention activities may be encouraging public sector agencies to tighten their internal controls in this risk area.

## Investigating corruption

This year, we received 267 complaints relating to the exploitation of public resources, accounting for approximately seven per cent of corruption complaints we received. The most common allegations we investigated related to theft and fraud.

In 2022–23, we commenced six new investigations, finalised four investigations (four investigations are ongoing). **Table 5** shows the breakdown of investigative outcomes and referrals this year.

Some court outcomes this year are summarised below.

**Table 4: Exploitation of public sector resources — complaints, allegations and investigations from 2018–19 to 2022–23**

	No. of complaints	No. of allegations	No. of investigations commenced
2022–23	267	399	6
2021–22	342	474	3
2020–21	370	620	3
2019–20	437	675	5
2018–19	452	816	15

### Oversight of agency investigations: reviews and monitoring

We commenced 29 reviews and finalised 27 reviews of matters dealt with by a UPA subject to our monitoring function.

### Preventing corruption

Prevention recommendations in relation to exploitation of public resources were made to agencies in relation to:

- ensuring that internal policies, processes and controls to prevent fraud and corruption risks are followed so that conflicts of interest are appropriately recognised, declared and managed, and
- implementing controls to ensure procurement processes are appropriately managed.

**Table 5: Exploitation of public sector resources – summary of outcomes 2022–23<sup>1</sup>**

Description	Number
Investigations commenced	6
Investigations finalised	4
People charged	0
Criminal charges laid	0
Referred to a UPA to investigate subject to monitoring by the CCC	14
Reviews commenced	29
Reviews finalised	27
Referred to a UPA as a disciplinary matter	0
Prevention recommendations made	3

Note:

1. Some of the matters referenced above are also captured and reported under 'Abuse of Authority'.

---

# Engaging with our stakeholders

## Shaping effective responses to major crime

The substantial and rapid transformation of our operating environment continues to challenge basic assumptions that underpin our law enforcement and criminal justice systems. Technology is changing the way we work, as well as the critical capabilities required for effective responses to the increasingly complex, global and technical crime environment. This means we need to be focused on contributing our resources for most impact and responding to the most relevant issues and concerns.

Meaningful engagement with our stakeholders ensures we are better positioned to manage these strategic risks, learn from them, and pool our resources and capabilities to solve problems that we could not achieve alone.

### Crime Stakeholder Engagement Strategy

In June 2021, we commenced a project to deliver a digital solution to meet the requirements of our engagement strategy, facilitate more efficient recording of our key stakeholders, and allow us to access and use the insights gathered from our engagement activities more readily.

In 2022–23, we continued to integrate the solution into the Crime division for use by the senior management group, intelligence gathering teams, and our crime strategy performance reporting.

### Prioritising our crime work

Throughout the reporting period, we continued to use our *Matter Prioritisation Model* to assess and review our investigations, as well as our crime-related projects and initiatives. The model allows us to determine whether an opportunity is appropriate and to prioritise our work having regard to specific criteria, based on public interest, the importance and value to our stakeholders and our agency, having regard to our strategic objectives, priority focus areas, strategies for responding to those priorities, and commitments.

The Matter Prioritisation Mode also ensures we have a consistent and transparent process for our crime-related case and project selection and ongoing review and is supported by sound public interest and human rights considerations.

The Matter Prioritisation Mode is updated yearly and as required to ensure it captures our current strategies and plans and other key stakeholder interests including Queensland Government priorities, QPS strategic and operational plans, Queensland Family and Child Commission strategic plans, and other Queensland and national priorities and strategies for responding to serious and organised crime.

### Engaging with law enforcement agencies

In 2022–23, we continued to liaise and cooperate with partner law enforcement agencies to optimise the use of resources, coordinate activities and avoid duplication of effort, and ensure we were working to support Queensland's commitment to national frameworks, agreements, and strategies.

Our close engagement with the QPS, partner agencies, and other key stakeholders continues to be important for fully realising opportunities to collaborate, and remaining informed and responsive to strategic priorities and risks relevant to our work.

The QPS' priorities for serious and organised crime continue to have particular significance for our major crime work. This alignment ensures that our major crime work complements and supports broader strategic objectives for reducing the incidence and impact of crime on the Queensland community.

We also engage closely with the QPS and partner Commonwealth law enforcement agencies to remain informed and responsive to emerging major crime threats and issues and to maximise the value of collaborative opportunities.

In 2022–23, senior CCC officers participated in and contributed to key interagency forums as set out below.

### **Queensland Joint Management Group**

The Queensland Joint Management Group is a committee of senior executive members of the AFP, the ACIC, ATO, the Australian Department of Home Affairs (including the Australian Border Force), AUSTRAC, the QPS and the CCC who meet bi-monthly and at various other times, as required.

The Queensland Joint Management Group facilitates information sharing, collaboration, capability development and coordination of strategies and responses to serious and organised crime within and affecting Queensland.

The Senior Executive Officer (Crime) represents our agency on the Queensland Joint Management Group.

### **Queensland Operations Coordination Group**

The Queensland Operations Coordination Group is a committee of senior officers of the Queensland Joint Management Group agencies who meet at least monthly.

The Queensland Operations Coordination Group facilitates information sharing, operational coordination and de-confliction, and assessment of opportunities for inter-agency collaboration on responses to serious and organised crime within Queensland.

The Queensland Operations Coordination Group reports on operational progress and outcomes and takes direction from the Queensland Joint Management Group. The Executive Director, Crime Operations and the Director, Proceeds of Crime represent our agency on the Queensland Operations Coordination Group.

### **Queensland Joint Analyst Group Committee**

The Queensland Joint Analyst Group (QJAG) Committee is a forum of senior officers of the Queensland Joint Management Group agencies who meet at least monthly.

The QJAG Committee considers assessments undertaken by the QJAG Working Group for consideration of action by the Queensland Operations Coordination Group. The QJAG Working Group is a standing capability which identifies opportunities and priorities for targeting serious and organised crime in and affecting Queensland.

The Director, Crime Strategy and Intelligence represents our agency on the QJAG Committee, and our agency provides ongoing intelligence analyst support to the QJAG Working Group. In 2022–23 we increased our resourcing commitment to this working group by 40 per cent which will continue in 2023–24.

### **QPS Operations Review Committee and Specialist Resources Committee**

These committees are comprised of command and regional crime coordinators and other relevant QPS members who meet at least every three weeks to share information, review, coordinate and approve operational activities and responses, and prioritise specialist resources for dealing with serious and organised crime within Queensland.

The Executive Director, Crime Operations represents our agency on both committees.

### **National Proceeds of Crime Forum**

The Proceeds of Crime Forum is a meeting to bring together asset confiscation leaders from all Australian jurisdictions to discuss relevant issues and developments relating to proceeds of crime issues including regional trends, recent significant matters or court outcomes, legislative challenges or opportunities for reform and share strategies on navigating concurrent civil and criminal proceedings.

Participants include the CCC's Director, Proceeds of Crime and representatives from the QPS, the AFP, Victorian Police, Western Australian Police, and Western Australia's Corruption and Crime Commission.

---

## Empowering a transparent, trustworthy and corruption-resistant public sector

### Corruption stakeholder engagement

Stakeholder engagement is a critical part of successful anti-corruption efforts. In a year of extensive renewal of our corruption function, and the development of our new *Corruption Strategy 2023–27* (see page 79), we kept our stakeholders and partners informed of our activities ensuring that they were a vital part of our renewal journey.

Some of the activities we undertook as part of stakeholder engagement this year are set out below.

### Integrity Services Forum

In August 2022, five officers from the CCC travelled to Townsville to deliver a training program in support of the CCC's publication *Corruption in Focus* which is used by UPAs to manage complaints and allegations of corrupt conduct.

Over two days, the officers delivered a series of presentations covering topics including assessing corrupt conduct, understanding CCC monitoring, options to deal with complaints of corrupt conduct, best practice investigations, and accessing and using open-source intelligence. The workshop was attended by 28 participants representing 14 different agencies.

The workshop was also an opportunity for the CCC to learn more about how agencies in regional areas operate, and to get their perspective on the complexities and challenges experienced by regional and smaller agencies dealing with corrupt conduct.

### Complaints, reconciliation, and client perspectives

In 2021, we put a spotlight on our complaints management system as it relates to our Aboriginal and Torres Strait Islander clients. We examined how the CCC received and managed complaints from Aboriginal and Torres Strait Islander peoples, and identified the barriers and challenges faced in accessing and engaging with the complaints management system. Data collection was co-led by First Australians experts in Indigenous community engagement. Findings highlighted key themes including poor awareness of the CCC, under-reporting of corrupt conduct, and concerns about safety when making a complaint.

In 2022–23, we worked through the implications of our results for service provision to Aboriginal and Torres Strait Islander peoples, to ensure that any improvements are progressed in a culturally safe manner. Further work, including implementation of the proposed strategies, will be considered as part of our new *Corruption Strategy 2023–27*.

A paper based on this project was delivered at the *Australian Public Sector Anti-Corruption Conference* in November 2022 and was positively received.

### Corruption Strategic Risk Identification Project

In 2022–23, we finalised the *Corruption Strategic Risk Identification Project*. This project involved piloting a corruption prevention model for identifying corruption risks and enablers under the *misuse of confidential information* risk area. The CCC and a public sector agency jointly developed and implemented prevention activities and measured the extent to which those activities mitigated corruption risks and their enablers.

This project was the first of its kind for an Australian integrity agency. The findings have informed our new *Corruption Strategy 2023–27* and will help evolve our approach to working collaboratively with stakeholders to develop and measure corruption prevention activities in the future.

### CCC–QPS joint complaints assessment process

The Joint Assessment and Moderation Committee (JAMC) includes representatives from our agency and the QPS Ethical Standards Command. The JAMC aims to improve the timeliness and consistency of the QPS' processes for triaging and monitoring serious complaints against its own officers. This year, the JAMC assessed 74 matters.

The JAMC evaluates how each complaint is initially assessed and then agrees to a plan of action. This process gives both the CCC and the QPS an assurance that complaints are being appropriately assessed and clearly establishes the responsibilities of each agency.

The JAMC draws on our allegations data and research to evaluate levels of risk. The analysis of allegations data assists the JAMC to assess whether an officer's complaints history is significant compared to that of their peers. We continue to conduct research to better understand the importance of an officer's allegations history in assessing matters at the JAMC.

The Investigation Consultation Process (ICP) is the second tier of the JAMC process. The ICP meets whenever there is a stakeholder necessity or public interest in gaining a joint commitment to processes that will meet stakeholder expectations. During 2022–23, eight ICP meetings were held in relation to eight matters.

Since its commencement in 2017, the ICP has enabled inter-agency collaboration on contemporary investigative methodologies in matters that are the subject to the CCC's statutory monitoring function.

As part of the ICP, the progress of matters and our expectations regarding investigations and/or criminal, disciplinary, and managerial processes are tabled. In addition, either agency can raise issues that are contentious or that impact on their resources, so that an effective resolution may be achieved.

### **Corruption Allegations Data Dashboard**

In December 2016, we released the *Corruption Allegations Data Dashboard* on our website to provide the public and public sector agencies with access to our allegations data. Since that time, agencies have given very positive feedback on the value of the database, particularly its store of data going back to 2015 and the way in which it enables them to interrogate their trends over time and identifying and preventing corruption.

Data updates are published every six months – as at 30 June 2023 the dataset covers the period 1 July 2015 to 31 March 2023.

### **International Anti-Corruption Day**

The CCC supported International Anti-Corruption Day on 9 December 2022. The United Nations' 2022 message '*Uniting the world against corruption*' was intended to reinforce the notion that tackling corruption is everyone's right and responsibility.

In line with that message, the Chairperson wrote to all Directors-General and CEOs of councils to reinforce that message and to thank them for their efforts and ongoing collaboration with the CCC. The letter included a draft email to be sent to all staff about the importance of their role as advocates for integrity and anti-corruption in the workplace.

### **Corruption Prevention Network Queensland**

Established in 2003 as an initiative of the CCC's predecessor organisation the CMC, the Corruption Prevention Network Queensland (CPNQ) assists its members to develop knowledge, skills and professional networks to build more fraud-resilient and corruption-resilient organisations in Queensland. The CCC provides some financial support to CPNQ to help meet basic running costs to ensure that the group remains viable.

Network members come from the public sector (local, state and federal), private sector, academia, and the wider community, and work together to strengthen the State's resilience against corruption and fraud.

### **National Anti-Corruption Investigator Network and National Intelligence Network**

The National Anti-Corruption Investigator Network (NACIN) and the National Intelligence Network (NIN) bring together investigators and corruption intelligence practitioners from integrity agencies across Australia. The purpose of the network is to share information about what each agency is focusing on at a strategic level and to facilitate information/intelligence sharing.

---

# Building our organisational capability

Focus area | Critical organisational capabilities 52

---

## Key strategies:

- Develop capabilities to create a healthy, collaborative and innovative culture (**Workforce**)
- Modernise and embed changes to our assets, systems, processes and workplace (**Digital**)
- Leverage data and information to become an insight driven agency (**Insights**)

---

# FOCUS AREA | Critical organisational capabilities

**In 2022–23, our Workforce, Digital and Insights Strategies continued to guide our investment in initiatives to build critical capabilities and connect our people, insights and technologies.**

## Workforce Strategy 2020–24

This strategy aims 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 sector in Queensland.

In 2022–23, we invested significant effort in developing our people and delivering initiatives that are aligned with our workforce objectives.

### Recruitment and selection

This year we continued to review our recruitment, selection and onboarding process to focus on enhancing the candidate experience. A positive candidate experience ensures we continue to attract, engage, develop and manage our workforce to deliver on the CCC’s strategic objectives now and into the future.

### 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. This year we have welcomed graduates through participation in the Department of Premier and Cabinet’s Policy Futures Graduate Program, and in our Corporate Legal team.

### Inducting new employees

We are committed to ensuring new staff have the knowledge they require to do their job effectively, as well as an understanding of their specific workplace context and how their role aligns with the priorities of the CCC.

Through our induction program, 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 modules 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 55), which provides an opportunity for our new employees to hear directly from our senior leaders.

### Employee experience

The CCC continues to utilise the Employee Experience Measurement platform to monitor employee engagement and experience across the stages of their employee lifecycle, including recruitment and onboarding; change, and offboarding.

Survey results to date have been encouraging, with both newly commenced and departing staff providing favourable feedback. We consistently achieve high participation rates, and positive feedback received for the Induction program and recruitment and selection candidate care. The majority of commission officers positively rated their overall experience working at the CCC and stated that they felt the CCC was a values-driven organisation.

### Developing our people

The development of our people is guided by their Performance and Development Agreement (PDA) which sets performance expectations and provides an opportunity for our people 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 staff with the knowledge, skills and experience to deliver on our strategic objectives and grow in their careers.

We support our staff to readily adapt to the ongoing changes within our environment by providing appropriate training.

We continued to support the development of our critical capabilities and digital transformation by providing investment and training to:

- improve our crime and corruption investigations, legal, intelligence and finance capability.
- maintain our strong governance, risk and compliance culture, and
- fully utilise our online workplace compliance training system (CCCLearning).

We continued to support our people through:

- facilitating access to elective educational courses through our online platform, CCCLearning
- assisting our people with their ongoing professional development by supporting opportunities to attend a range of workshops, seminars and conferences
- supporting staff to undertake tertiary study by providing financial assistance toward their course fees and granting study leave (nine employees), and
- supporting our specialists by reimbursing between 50 and 100 per cent of their professional membership fees (23 employees).

Throughout the year, the CCC delivered workshops and presentations to help our people to stay current and enabled with:

- advanced presentations
- emotional intelligence
- resilience training, and
- government investigations.

### Developing great leaders

We provide ongoing support for our leaders to enable them to deliver adaptive leadership within the ongoing change environment. We expect our leaders to model the behaviours of our values.

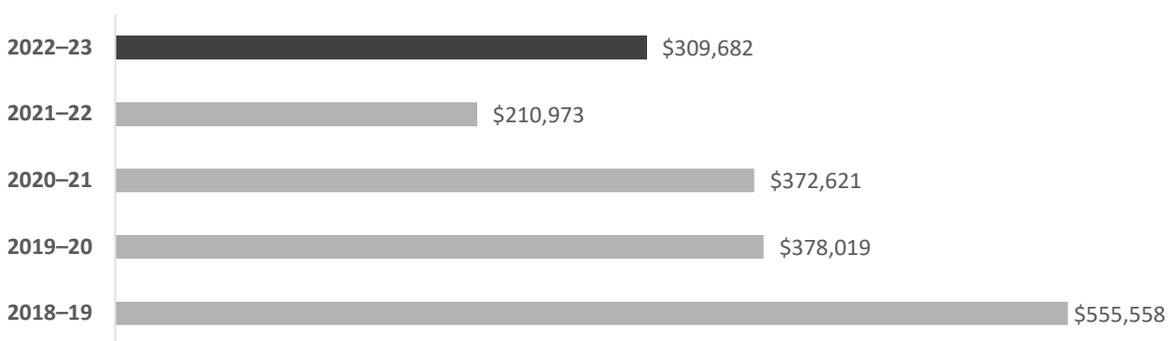
This year, we supported:

- 30 of our leaders to undertake a program to develop personal, business and team leadership capabilities, and
- 27 of our employees to undertake a program to develop and build their capability in emotional intelligence.

We also 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
- **CCCLearning | 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 2018–19 to 2022–23**



## Supporting reconciliation

The CCC serves 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 and communities 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*, we are committed to engaging all of our staff in continuous cultural learning opportunities that value and recognise Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. We believe that more effective work with Aboriginal and Torres Strait Islander communities, based on shared understanding, can have a positive impact on reconciliation in Australia.

Our continued focus is on raising awareness within our agency; increasing our staff participation in events that support reconciliation; and reviewing our services so they are culturally responsive, safe, and equally accessible to everyone.

The CCC Cultural Advisory Group continues to provide expert cultural advice informed by standards applied elsewhere in the community and by international best practice.

This year we engaged with Aboriginal and Torres Strait Islander clients and stakeholders to identify workable solutions for improving access to the CCC complaints management service (see page 49). Implementation of these changes will be scheduled over the coming years and form part of the CCC's next *Reconciliation Action Plan*.

As part of our cultural capability strategy, all CCC staff have 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 of 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 for all people, 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 new staff.

In July 2022, we celebrated National Aborigines and Islanders Day Observance Committee (NAIDOC) week. We celebrated with a number of online events to enable us to share, acknowledge and celebrate Australia's rich Aboriginal and Torres Strait Islander culture and history, including virtual community events, stories, music, language resources and documentaries.

In line with this year's National Reconciliation Week theme '*Be a Voice for Generations*', CCC staff were encouraged to be a voice for reconciliation in tangible ways in our everyday lives – including where we live, work and socialise.

We have installed custom artwork throughout our workplace as a constant reminder and acknowledgement of our ongoing work to respect First Nations peoples.

## 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 2022–23, two human rights complaints were notified to the CCC, both by witnesses to CCC investigations. Each complaint contended that the requirement that they participate in the investigation was incompatible with their human rights. The first complaint has since been resolved. The second matter is proceeding through the courts as the human rights complaint was raised as part of other litigation.

Throughout the reporting period, we continued to demonstrate our ongoing commitment to human rights by:

- continuing our regular human rights training to ensure our people remain aware of their obligations under the *Human Rights Act 2019*
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our *Strategic Plan 2022–26*
- 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 continued to ensure that our acts and decisions did not limit human rights, or limit human rights only to the extent that was 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
- decisions and actions in relation to corruption complaints and police misconduct complaints
- decisions and actions in relation to crime investigations and confiscation-related investigations, and
- developing, amending and rescinding policies and procedures.

## Focusing on wellbeing

The ongoing safety, stability and security of our work environment is important to support our people in the challenging work that we do. We remain focused on enhancing the wellbeing of our people and ensuring they are happy, productive and motivated at work.

Our *Wellbeing Plan 2022–23* aimed to ensure that the CCC would have the right level of support to meet the needs of our people when and how they needed it. The plan promoted a range of solutions for professional, peer-to-peer, and resource support, and was delivered by Human Resources and our Wellbeing Group.

We continued to focus on mental health as an integral part of people's wellbeing. Through an internal program, we trained 133 officers in Mental Health First Aid (MHFA), 76 of which were also accredited to conduct MHFA assessments.

We continued to partner with Converge International to provide an Employee Assistance Program so that CCC officers, and their immediate family members, could access wellbeing services (including confidential personal coaching and counselling). We actively promoted these services through our induction program and published online materials.

We updated and continued to maintain a regular and proactive psychological assessment program for our officers deemed to be at higher risk of psychological injury because of the work they undertake.

To further support our people's wellbeing, we provide flexible work arrangements, including compressed working hours, accumulated hours, flexible start and finish times, and part-time/job-share arrangements. This year we revised our Flexible Working Arrangements Policy, providing access to arrangements to assist our people to establish work/life balance.

## Values and culture

Our Values and Culture Group (VCG), consisting of representatives from each of our business units, continues to lead initiatives to embed and support our organisational values of People, Accountability, Integrity, Courage and Excellence (PAICE).

On 12 October 2022, our VCG coordinated the sixth annual *Team CCC Day* — a day our people come together to participate in fun employee-led activities, strengthen workplace relationships and celebrate our value of 'People'.

The VCG also hosts our annual 1CCC PAICE Awards ceremony. The 1CCC PAICE Awards provide an opportunity to recognise and celebrate our staff for displaying our CCC values in action. We also recognise staff contribution to reconciliation at this annual event.

In July 2023, we held the 1CCC PAICE Awards ceremony to recognise and celebrate staff who had been nominated by their peers via our online employee recognition tool during the reporting period. The 2022–23 PAICE Award winners were:

- **People** – Lauren Ferris (Information Services)
- **Accountability** – Witness Protection Officer (Operations Support)
- **Integrity** – Arthur Stalley (Operations Support)
- **Courage** – Courtney Dunne (Corruption)
- **Excellence** – Chris Collin (Operations Support)
- **All Rounder** – Chelsea Fitzgibbon (Information Services), and
- **Team** – *Child Protection (Offender Reporting and Offender Prohibition Order) Act* Legislative Review Team (Legal, Risk and Compliance).

### Ensuring ethical conduct

The CCC's Code of Conduct sets the standard of conduct expected of our staff on, consistent with the ethics principles and values 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 10), and they are embedded within individual PDAs.

The CCC Code of Conduct guides and assists us to identify and resolve ethical dilemmas that may rise in the course of our duties, foster and maintain an ethical culture and promote public confidence in the CCC.

In March 2023, we relaunched the CCC's Code of Conduct to ensure it remains relevant and aligns with our current work practices and behaviours.

Each new staff member is provided with a copy of our Code of Conduct upon their commencement and are required to complete a Code of Conduct 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 staff are required to complete regular Code of Conduct refresher training.

Our *Governance Framework* (see page 65) outlines the values, attitudes and behaviours expected of all staff, 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.

### Engaging with our people

We formally engage with our people through our CCC Consultative Forum, with participation from both our staff and management. Both the Chairperson and CEO are members of this committee, which meets to raise and discuss industrial or employee relations issues.

Each year we participate in the *Working for Queensland Survey* for our people to have their say about the workplace climate. This reporting period, the survey was conducted between 5 September and 5 October 2022. We continued to have a strong participation rate, with 71 per cent of our people providing valuable feedback through this mechanism.

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:

- greater opportunities for broader communication activities, such as all staff quarterly forums and divisional-led communication channels
- continuing to support flexible working arrangements to assist people finding work-life balance, and
- ensuring our investment in learning and development is balanced between leadership and technical skills.

## Digital Strategy 2020–24

The CCC's Digital Strategy enhances our capability to create a resilient, connected, augmented and automated agency enabling us to deliver smarter, simpler and effective services to reduce major crime and improve the integrity of public institutions.

### Supporting our operational functions

In 2022–23, we enhanced our digital maturity by:

- upskilling investigators in digital currencies and commencing a trial of cryptocurrency forensic software to enhance the effectiveness of criminal investigations
- leveraging technology to improve the efficiency and effectiveness of our investigations by enabling electronic evidence to be shared, searched and analysed anywhere and anytime, and upgrading the system used to assist financial investigators to pursue the proceeds of crime
- upgrading our financial investigation system that holds financial transaction records related to thousands of individual investigations
- implementing Nuix Investigate, a web-based forensic computing tool which assists our investigators to collaboratively review electronic evidence, and
- implementing a Stakeholder Management System for Crime division, to ensure seamless communication and collaboration with key stakeholders.

### Supporting our corporate responsibilities

In 2022–23, we also:

- continued to develop our digital Governance, Risk and Compliance system which is an essential tool for managing policies and compliance obligations, and
- developed an Applications Roadmap – a five-year overview of the CCC application portfolio, which will guide future planning and decision-making about potential system enhancements, replacements or decommissions.

## Insights Strategy 2020–24

The CCC's Insights Strategy leverages research, intelligence, data, analytics and external partnerships to increase operational efficiency and effectiveness and deliver innovative solutions against major crime and corruption.

The goals of this strategy are to:

1. Empower people and stakeholders with relevant, timely and accessible data.
2. Enhance our agency performance by improving:
  - the quality and timeliness of assessments and investigations
  - our operational and intelligence gathering capabilities that enable targeted and proactive action, and
  - the effectiveness of internal processes that create increased capacity for our people.
3. Embed an insight-driven culture by increasing:
  - our insights literacy and capability
  - our delivery of insights-led innovative solutions, and
  - our participation in insights knowledge sharing and collaboration.

In 2022–23, we:

- continued to develop our Analytics Data Warehouse and improve business and operational intelligence capabilities with contemporary tools and platforms
- formed a multi-disciplinary team with specialist skills in data consolidation, efficient analysis, reporting and advanced analytics
- ingested HR data into the *Analytics Data Warehouse (ADW)* and produced Power BI dashboards to improve establishment management
- ingested finance data into the *ADW* and produced Power BI dashboards to improve financial management, and
- ingested corruption data into the *ADW* and updated the *Corruption Allegations Data Dashboard*.

---

# Governance and people

Our Commission	59
Our Executive Leadership Team	61
Our people	62
Our governance and oversight	65



---

# Our Commission

**The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions and the exercise of our powers by the Chairperson, CEO and other commission officers.**

## Profile of our Commission

(as at 30 June 2023)

### Mr Bruce Barbour Chairperson

*LLB (admitted as a Legal Practitioner to the Supreme Court of NSW in 1995), appointed for a two-year term as Ordinary Commissioner on 14 May 2021, appointed as Acting Chairperson from 28 January 2022, and appointed as Chairperson for a three-year term from 2 July 2022.*

Mr Barbour has extensive experience in administrative law, investigations, and management. He was the NSW Ombudsman for 15 years from 2000 to 2015.

Mr Barbour has also been a Senior Member of the Administrative Appeals Tribunal, Member of the NSW Casino Control Authority and acted as Commonwealth Merit Protection Commissioner and Queensland Integrity Commissioner. Mr Barbour's board experience includes being Chair of the NSW Public Interest Disclosures Steering Committee, Convenor of the NSW Child Death Advisory Committee and Vice-President of the International Ombudsman Institute.

### Ms Kathryn McMillan KC Deputy Chairperson

*Admitted as a barrister in 1987, appointed senior counsel in 2006, and appointed as Deputy Chairperson for a five-year term on 16 December 2022.*

Ms McMillan practices in personal injuries, public law, disciplinary matters, discrimination proceedings and has a long-standing practice in family law and child protection proceedings. She has been an ethics Counsellor for the Bar for many years, and has been appointed to the Queensland Civil and Administrative Tribunal as an assessor in legal disciplinary matters. She has appeared in numerous Royal Commissions/ Commissions of Inquiry and has held a number of Ministerial appointments.

### Ms Helen Darch OAM Ordinary Commissioner

*BA, GradDip (Lib&InfoServ), MEd (Train&Dev), MAICD, appointed as Ordinary Commissioner for a two-year term on 14 May 2021, and reappointed as Ordinary Commissioner for a five-year term on 14 May 2023.*

Ms Darch is a management consultant with extensive experience in strategy, facilitation, stakeholder engagement and change management. She has consulted to the government, health, education, and not-for-profit sectors for many years, and now focuses on executive mentoring and Board work. Ms Darch has over 15 years' experience as a non-executive director on large not-for-profit and government boards and is currently Chair of the Research Advisory Committee, Health and Wellbeing Queensland.

### Mr Peter Dowling AM Ordinary Commissioner

*Appointed as Ordinary Commissioner for a three-year term on 4 November 2022.*

Mr Dowling is an accountant (FCPA and former EY Partner) with over 25 years' experience as a non-executive company director and independent audit and risk committee member. He has sat on government and private sector boards in the finance, insurance, health, education, electricity and mining sectors among others. His audit and risk committee roles cover local, state and federal government and private sector entities. He currently sits on the Gold Coast Hospital and Health Services Board.

### Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that the CCC Chairperson and Deputy Chairperson must have served as, or are qualified to serve as, a judge of the Supreme Court of any state, the High Court or the Federal Court. The Act also requires that Ordinary Commissioners have the qualifications, experience or standing appropriate to help the Commission perform its functions.

Commissioners are appointed by the Governor-in-Council for a maximum of five years, with the provision of a further five-year re-appointment if they do not hold that office for more than ten years in total. The Governor-in-Council may appoint an acting Chairperson or temporary part-time Commissioner during a period of absence or when there is a temporary vacancy in a role. The Chairperson may appoint for a temporary period a Sessional Commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to the CCC's functions.

### Appointment criteria for the Chief Executive Officer

The CEO is appointed by the Governor-in-Council for a maximum of five years with the option of renewal for a further five years, with no more than ten years in total. To qualify under the *Crime and Corruption Act 2001* for appointment as the CEO, the person must have qualifications, experience or standing appropriate to perform the functions of the CEO.

**Table 6: Commission meetings from 1 July 2022 to 30 June 2023**

Commissioner	Position	Meetings attended	
		Ordinary meetings	PCCC meetings
Mr Bruce Barbour	Chairperson	10	4
Mr Sydney Williams KC <sup>1</sup>	Deputy Chairperson	4	0
Ms Kathryn McMillan KC <sup>2</sup>	Deputy Chairperson	4	0
Ms Helen Darch OAM <sup>3</sup>	Ordinary Commissioner	10	2
Mr Peter Dowling AM <sup>4</sup>	Ordinary Commissioner	5	1
<b>Ex officio members</b>			
Ms Jen O'Farrell	Chief Executive Officer	10	4
Ms Cecelia Christensen <sup>5</sup>	Senior Executive Officer (Corruption)	10	4
Ms Sharon Loder	Senior Executive Officer (Crime)	8	3
Dr Rebecca Denning	General Manager, Strategy and Renewal	9	0
Detective Chief Superintendent Roger Lowe	General Manager, Operations Support	6	0
Mr Cameron Rentz	Acting Senior Executive Officer (Crime)	0	1
Detective Acting Chief Superintendent Kerry Lofdahl <sup>6</sup>	Acting General Manager, Operations Support and Director Crime Operations	2	0
Mr Peter Le Clercq	Acting Executive Director, Strategy and Performance	1	0

Notes:

1. Mr Williams KC's tenure as Deputy Chairperson ended on 31 October 2022.
2. Ms McMillan KC commenced her term as Deputy Chairperson on 16 December 2022.
3. Ms Darch was reappointed as an Ordinary Commissioner on 14 May 2023.
4. Mr Dowling commenced his term as an Ordinary Commissioner on 4 November 2022.
5. Ms Christensen's appointment as Senior Executive Officer (Corruption) commenced on 11 July 2022.
6. Detective Acting Chief Superintendent Lofdahl attended once in her capacity as Acting General Manager, Operations Support (26 May 2023), and once in her substantive role as Director Crime Operations (28 October 2022).

---

# Our Executive Leadership Team

**The Executive Leadership Team (ELT) supports our agency by leading discussions, providing advice and making recommendations on strategic and operational matters critical to our performance. Our Chairperson is a member of the ELT.**

## Profile of our ELT (as at 30 June 2023)

### Ms Jen O'Farrell Chief Executive Officer

*LLB (Hons), BBus, BCom (admitted as a Legal Practitioner in 2008), GAICD, appointed on 24 August 2018.*

Responsible for the administration of the CCC, including managing the overall operations and resources. Ms O'Farrell also has direct oversight of the Corporate Services; Legal, Risk and Compliance; Information Services; and Strategy and Renewal divisions.

Ms O'Farrell has over 25 years' experience in the public and private sectors, having held senior positions in Housing, Emergency Services, Transport and Main Roads and as a lawyer with Corrs Chambers Westgarth.

### Ms Sharon Loder Senior Executive Officer (Crime)

*LLB, BBus, LLM, GradCertEmergTechLaw (an Australian Legal Practitioner, admitted to the profession in 1992), GAICD, appointed on 3 July 2017.*

Responsible for the Crime division, ensuring its investigation, intelligence and criminal confiscation capabilities are effective in combating and reducing the incidence of serious and organised crime affecting Queensland.

Ms Loder has over 20 years' experience in senior and executive roles, delivering effective regulatory, prevention or law enforcement functions in Queensland and New South Wales agencies, including the NSW ICAC, the former CMC, and the QPS.

### Ms Cecelia Christensen Senior Executive Officer (Corruption)

*BArts&Law, MLaw (admitted as a Legal Practitioner in 1997), appointed on 11 July 2022.*

Responsible for the Corruption division that works to raise the standard of conduct in the Queensland public sector and ensure that complaints about corruption are dealt with appropriately, including by investigating allegations of serious and systemic corruption.

Ms Christensen worked with Queensland Treasury for more than 15 years, with her most recent roles as Treasury's Acting Head of Corporate and General Counsel. Ms Christensen has extensive experience in a broad range of matters relevant to the public sector, along with corporate governance and delivery expertise in major commercial, corporate, policy and legislative projects.

### Detective Chief Superintendent Roger Lowe General Manager, Operations Support

*MLead&Mgt (Pol&Secu), MTer&SecuStud, GradCertAppMat, appointed on 12 April 2022.*

Responsible for the Operations Support division, including electronic collections, intelligence support, human source, witness protection, technical surveillance, physical surveillance and forensic computing and property.

Mr Lowe has over 38 years' service with the QPS and is an experienced senior manager in the portfolios of Intelligence, Organised Crime, Counter Terrorism, Assistant to the State Coroner and in the Ethical Standards Command. Mr Lowe is widely recognised for his national leadership in establishing OMCG prevention and diversion programs to reduce the risk of violence and crime to the community.

### Dr Rebecca Denning General Manager, Strategy and Renewal

*BCrim&CrimJus (Hons), PhD, GAICD, appointed on 26 July 2019.*

Responsible for the Strategy and Renewal division that works to lead the transformation of the CCC, by supporting strategic planning, delivering strategic and business improvement activities, and developing strategic capabilities.

Dr Denning has extensive executive leadership, policy, research, and change experience, having worked in public and private sectors, predominantly in the criminal justice sector.

*See page 65 for further details about the role of our ELT.*

# Our people

We employ a diverse mix of professionals including lawyers, accountants, investigators, researchers, intelligence analysts, and corporate support officers, and second a cohort of police officers from the QPS. At the end of 2022–23, our workforce equated to 313.43 full-time equivalent (FTE) employees.

## Employee profile

**Table 7: Full-time equivalent employees by division**

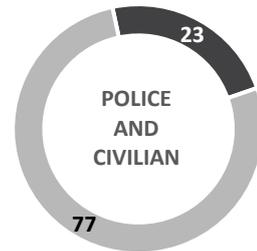
Division	FTE <sup>1</sup>
Corruption	82.43
Crime	61.32
Office of the Commission	8.80
Operations Support	71.19
Corporate Services; Legal, Risk and Compliance; Information Services	68.70
Strategy and Renewal	21.00
<b>Total</b>	<b>313.43</b>

**Notes:**

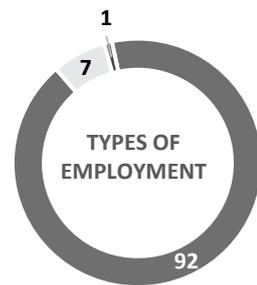
1. Full-time equivalent refers to all permanent, temporary and casual employees (including Commissioners).

Of our civilian workforce, 92 per cent are employed on a permanent basis.<sup>4</sup> This is higher than the wider Queensland public service’s reported figure of 82 per cent (as at March 2023).

**Figure 21: Our employee breakdown**



■ 23% Police ■ 77% Civilian



■ 92% Permanent ■ 7% Temporary ■ 1% Casual

<sup>4</sup> This includes CCC officers on five-year fixed-term contracts of employment.

## Diversity and inclusion

We are committed to supporting equity and diversity.

**Table 8: Gender**

Gender <sup>1</sup>	Number (Headcount)	Percentage of total workforce (calculated on headcount)
Woman	184	53.8%
Man	158	46.2%
Non-binary	Nil	0%

Notes:

1. Data is based on employees who have voluntarily disclosed this information to us.

**Table 9: Diversity target group data**

Diversity Groups <sup>1</sup>	Number (Headcount)	Percentage of total workforce (calculated on headcount)
Woman	184	53.8%
Civilian	168	49.1%
Police	16	4.6%
Aboriginal Peoples and Torres Strait Islander Peoples	<5	0.5%
People with disability	<5	1.2%
Culturally and Linguistically Diverse – Speak a language at home other than English <sup>2</sup>	11	3.2%

Notes:

1. Data is based on employees who have voluntarily disclosed this information to us.
2. This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

**Table 10: Target group data for women in leadership roles**

	Women (Headcount) <sup>1</sup>	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s122 <sup>1</sup> equivalent combined)	9	33.3%
Civilian	9	33.3%
Police	Nil	0%
Senior Executive Service and Chief Executives (Classified and s122 <sup>1</sup> equivalent combined)	8	53.3%
Civilian	7	46.6%
Police	1	6.7%

Notes:

1. *Public Sector Act 2022* (Qld).

See pages 52–56 for more information on our activities to support these outcomes.

## Workplace health and safety

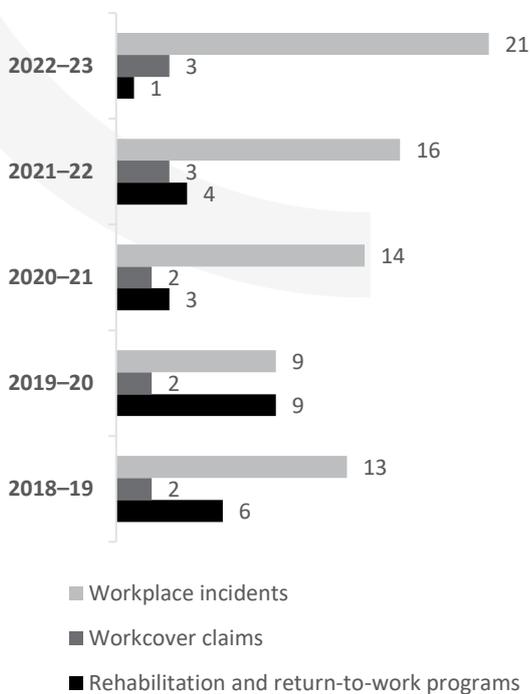
We maintain a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011* (Qld).

In 2022–23, we had 21 reported workplace health and safety incidents and three WorkCover claims. We also provided a rehabilitation and return-to-work program for one employee.

## Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the period.

**Figure 22: Workplace incidents, WorkCover claims and rehabilitation and return-to-work programs**



# Our governance and oversight

**The CCC's *Governance Framework* establishes the principles, behaviours and processes that guide our work. Good corporate governance not only supports good decision-making, it also helps us identify ways to improve our business processes and internal culture.**

The CCC's *Governance Framework* includes the following elements:

- **Leadership** — We communicate a shared vision for the future and our decisions are guided by our strategic objectives.
- **Culture** — We are a values-led agency, and we work together to achieve results for the people of Queensland.
- **Expectations** — We set clear expectations for all staff, supported by robust internal controls.
- **Risk management** — We actively manage risk and maximise opportunities for improvement.
- **Service** — We value our customers and use our resources to engage and innovate.
- **Performance management** — We are accountable for our performance, as individuals and as an agency.

## Governance Committees

### Executive Leadership Team

The ELT supports the Chairperson and Commission by providing advice, leading discussions and making recommendations on strategic and operational matters that are critical to our performance. The ELT is responsible for:

- **Strategic oversight** — understanding the CCC's operating environment, identifying strategic risks and issues, and steering the organisation towards achievement of strategic goals and objectives.
- **Corporate leadership** — guiding strategic and operational activities, setting the tone for how things are done and driving good governance through oversight of the CCC's *Governance Framework*.
- **Portfolio assessment** — setting priorities in alignment with strategic goals and objectives, endorsing investigations for decision-maker

approval, and approving projects (including resource allocation). This also includes assessing complaints assessed as meeting the elements of serious, systemic and strategic in accordance with the Complaints Assessment Model.

- **Portfolio review** — analysing business activity and optimising the focus of CCC investment by regular oversight of approved investigations and projects.

Membership of the ELT includes the Chairperson, CEO, Senior Executive Officer (Corruption), Senior Executive Officer (Crime), General Manager, Operations Support and General Manager, Strategy and Renewal.

### Budget Management Committee

The Budget Management Committee (BMC) is a sub-committee of the ELT and assists the CEO and the Chairperson in their responsibilities related to financial management.

The committee acts as a review body over the financial and budget processes of the CCC.

The Budget Management Committee comprises the ELT and the Chief Finance Officer.

### Organisational Safety and Wellbeing Committee

The Organisational Safety and Wellbeing (OS&W) Committee is responsible for providing a focal point for staff participation in the CCC's safety and wellbeing program and assisting the CCC to meet its legislative requirements under the *Work Health and Safety Act 2011*.

The OS&W Committee acts as a review body over the safety and wellbeing processes of the CCC by:

- monitoring conditions to ensure that staff safety and wellbeing are safeguarded, and
- promoting a cooperative approach with regards to relevant safety and wellbeing issues.

Committee membership comprises of both management and employee representatives from all divisions. The three management representatives are the CEO (committee Chair), the Director, Human Resources and the Safety Adviser.

### Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of our agency.

The ARMC is a five-person committee consisting of the CEO (the Commission’s nominee), two internal members and two external members, one of whom is the ARMC Chair (see **Table 11**). The CCC Chairperson is an ex officio member of the committee. The CCC’s Senior Internal Audit Manager and Chief Financial Officer, as well as representatives from the QAO, have standing invitations to attend ARMC meetings.

Key achievements for 2022–23:

- endorsed the CCC *Internal Audit Plan 2023–24*, *Strategic Internal Audit Plan 2023–27* and our *Annual Financial Statements 2021–22*
- monitored the ongoing delivery of our Internal Audit Program 2023–24 and the progress of implementing internal audit and external review recommendations
- received and considered the *QAO Closing Report 2021–22*, *Interim Management Report 2022–23* and endorsed their *Audit Plan 2022–23*
- noted updates to some of our accounting and financial related policies and the ARMC *Charter*, and
- received and considered reports from external reviews and audits conducted on our IT Disaster Recovery and Business Continuity, and IT Regulatory Compliance.

Meetings were held on a quarterly basis.

**Table 11: Membership and meetings of the ARMC**

Name	Position	Meetings attended
Mr Ian Hall <sup>1</sup>	ARMC Chair (external)	4
Mr Stuart Hatton <sup>2</sup>	External member	4
Ms Jen O’Farrell	CCC Chief Executive Officer	3
Ms Sharon Loder	CCC Senior Executive Officer (Crime)	3
Mr David Caughlin	CCC Executive Director Legal, Risk and Compliance	4
<b>Ex officio members</b>		
Mr Bruce Barbour	CCC Chairperson	3
<b>Invitees</b>		
Mr Richard Bosanquet <sup>3</sup>	CCC Senior Internal Audit Manager	1
Mr Wayne van der Poll <sup>4</sup>	CCC Senior Internal Audit Manager	2
Mr Paul Bracegirdle	Chief Finance Officer	4

Notes:

1. As an external Chair of the ARMC, Mr Hall was remunerated \$8,000 during 2022–23.
2. As an external member of the ARMC, Mr Hatton was remunerated \$5,000 during 2022–23.
3. The position of Senior Internal Audit Manager was vacated on 26 August 2022 by Mr Bosanquet.
4. Mr van der Poll joined the organisation on 1 February 2023.

---

## Risk management

Risk management is a key element of good governance and is essential in managing the CCC's business operations. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Commission which is responsible for setting our agency's *Risk Appetite Statement* and ensuring our strategic risks are identified and managed in accordance with our *Risk Management Framework*.

Our *Risk Management Framework* aligns with the international standard ISO 31000: 2018 Risk Management – Guideline and incorporates the principles of the 'three lines model'. The *Risk Management Framework* embeds the *Risk Appetite Statement* set by the CCC leadership across our agency. The *Risk Appetite Statement* informs the approach taken by Commission officers in their day-to-day work, including when making decisions, undertaking activities and assessing identified risks.

The management of our strategic risks is also embedded across our strategic, operational and business plans to ensure they are addressed effectively and consistently across our agency and minimised through targeted resource allocation and a robust system of internal controls.

The management of risk in our projects is embedded in our *Portfolio, Program and Project Management Framework* and supporting project management tools.

We utilise other frameworks to assist us in making risk-informed decisions to support the strategic and operational work of our agency, including our:

- *Fraud and Corruption Control Plan* (aligns to AS 8001–2021), and
- *Information Security Management Framework* (aligns to QG IS18:2018 and ISO/IEC 27001).

In 2022–23, we:

- revised and articulated a risk strategy that supports the CCC in delivering on its purpose and new strategic planning objectives, risks and opportunities
- undertook the risk appetite setting process commencing with a workshop with the Commission, ELT and the ARMC
- delivered risk presentations on the topics of risk identification and risk considerations for policy development, and
- participated in joint monthly divisional business representative meetings with the Risk and Compliance team where risk is a standing agenda item.

In June 2023, the Commission approved the *2023–24 Risk Appetite Statement*. It included a refined approach that enables enhanced risk appetite steering at the Commission level on current and emerging risks, public confidence and operational matters, whilst demonstrating the CCC's firm commitment to the achievement of its purpose and the strategic objectives. There are inherent risks in the work of the CCC. The CCC acknowledges that it will in some cases need to retain risk as it pursues its purpose and strategic objectives.

## Responding to emerging opportunities and risks

Each year through the annual strategic planning process, we consider the changing nature of our operating environment on the risk profile of our work. At the end of 2022–23, our risk strategy was drafted to address the following key emerging risks:

- **Cyber, data and IT security** — the rise of technology, reflecting digitisation and the increasing value of data, causes cyber security risks that may result in data breaches that disrupt our operations and put people’s safety at risk.
- **New digital technologies** — new forms of digital technologies may bring into question the reliability of intelligence, establishing proof and evidence of crime.
- **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.
- **Changes** — the size and complexity of our 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.
- **Public confidence** — accountability and transparency are critical to the performance of the CCC. Failure to communicate effectively may undermine public confidence, and
- **Economy** — economic instability, anticipated financial implications of a transformational change program, and increasing digital investment may constrain performance.

The strategic opportunities identified through this planning process were:

- **Strategic alliances** — collaborating and partnering to achieve outcomes we would not achieve alone
- **Data and digital capabilities** — leveraging new technology and insights to improve efficiency and effectiveness
- **Human capital** — accessing specialist capability and developing and empowering our workforce

- **Digital interoperability** — investing wisely in digital systems to support cross-functionality and improve performance, and
- **Transparency and accountability** — enhancing public confidence through effective and accessible communication.

## Internal audit

Internal audit is a statutory function established to provide an independent appraisal of internal control systems in place within our agency, and extends to identifying deficiencies in our other operating systems and processes.

To ensure our internal audit function is effective, efficient and economical, we have implemented the use of standardised templates on each internal audit in conjunction with the quarterly status update reporting of various performance indicators to our ARMC.

Key achievements for 2022–23 include:

- developing our *Internal Audit Plan 2023–24* and *Strategic Internal Audit Plan 2023–27* based on our strategic and operational risks and presented both plans to our ARMC
- completing seven internal audits (Vic Roads Agreement; AUSTRAC Memorandum of Understanding; Personal Property Securities Register Memorandum of Understanding; IT Regulatory Compliance; Witness Protection Expenditure; IT Disaster Recovery and Business Continuity; and a Quality Assurance Review of the Internal Audit function)
- monitoring and reporting on the status of implementation of recommendations from internal audits and external reviews, and
- supporting management by providing advice on governance and related issues including risk management.

## External audit

External audits and reviews add value to the public sector through recommendations to improve business operations.

The QAO audits the CCC’s financial statements in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2022–23, the CCC received an unqualified audit report.

---

## External scrutiny

### Parliamentary Crime and Corruption Committee

The PCCC is a bipartisan committee whose principal functions are to monitor and review the performance of the CCC's functions and structure, reporting to the Queensland Parliament on relevant matters, and considering and giving bipartisan support to the appointment of the CCC's Chairperson, Deputy Chairperson, Ordinary Commissioners and CEO.

In its monitoring and reviewing role, the PCCC also conducts specific inquiries in respect of matters pertaining to our agency. In monitoring our activities, the committee:

- receives and considers complaints against our agency
- reviews our guidelines and policies and may make suggestions for improvement of practices
- reviews our reports, including the annual report and research reports
- requests reports from us on matters which have come to the committee's attention, through the media or by other means, and
- deals with ad hoc issues concerning us.

In 2022–23, the CCC met formally with the PCCC four times in both public and private meetings, to discuss our current activities and performance.

*See pages 26–28 for more information related to our reporting on our progress against recent external inquiries and reviews.*

### Parliamentary Crime and Corruption Commissioner

The PCCC is assisted in its oversight process by the Parliamentary Crime and Corruption Commissioner (the 'Parliamentary Commissioner'), who investigates complaints against our agency or our employees. The Parliamentary Commissioner may independently initiate an investigation of a matter that involves, or may involve, the corrupt conduct of a commission officer. The Parliamentary Commissioner also conducts audits of the CCC's records and files.

In 2022–23, the Parliamentary Commissioner:

- inspected the CCC's records to determine compliance with legislation governing surveillance device warrants, retrieval warrants, emergency authorisations and controlled operations
- audited records related to the use of assumed identities
- inspected the telecommunications interception records, and
- reviewed intelligence data held by the CCC.

Where issues were raised by the audits and inspections, we took appropriate action to address those issues.

### Ministerial oversight

As required by section 260 of the *Crime and Corruption Act 2001*, we provide six-monthly reports on the efficiency, effectiveness, economy and timeliness of our systems and processes to the Minister. The Commission also submits to the Minister an annual budget.

### Public Interest Monitor

The Public Interest Monitor must ensure the CCC complies with the *Crime and Corruption Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009*. This includes examining the CCC's applications for covert search warrants and surveillance warrants.

### The courts

The courts, in particular the Supreme Court of Queensland, play a significant role in the use of the CCC's coercive powers, including applications for warrants, in the review of our decisions and in deciding contempt of court matters in relation to our hearings.

### Crime Reference Committee

The Crime Reference Committee is a committee established under Part 2 of Chapter 6 of the *Crime and Corruption Act 2001* to oversee the general conduct of the performance of the CCC's functions in relation to major crime and specific intelligence operations. The CCC's jurisdiction for major crime investigations and intelligence operations is enlivened by way of referrals or authorisations made or approved by the Committee.

The members of the Crime Reference Committee are:

- the CCC Chairperson — Chair of the committee
- the Commissioner of Police
- the Principal Commissioner, Queensland Family and Child Commission
- the CCC Senior Executive Officer (Crime), and
- two community representatives appointed by the Governor-in-Council upon the recommendation of the Minister.

The Senior Executive Officer (Corruption) is also a member of the Committee if it is considering whether to authorise an intelligence operation relating to suspected corruption.

### Controlled Operations Committee

The Controlled Operations Committee was established under the *Police Powers and Responsibilities Act 2000* to consider and make recommendations about applications for controlled operations to be undertaken by the CCC or the QPS.

Controlled operations are investigations of serious indictable offences, misconduct or organised crime that may involve authorised police officers and others engaging in activities that may otherwise be unlawful — for example, buying illicit drugs.

The committee comprises:

- the Commissioner of Police (or a nominee)
- the CCC Chairperson, and
- an independent member, who is the Chair.

In the case of any controlled operation by the CCC that involves investigating a police officer, the CCC Chairperson may approve the application without referring it to the committee but must first contact the independent member and obtain their agreement.

### Witness identity protection certificates issued

Section 21KG(1) of the *Evidence Act 1977* requires the CCC to include information in our annual report about witness identity protection certificates given by the CCC Chairperson and the Commissioner of Police in Queensland.

During the reporting period, 10 certificates were issued by the Commissioner of Police on the basis that they were satisfied the disclosure of the operative's identity was likely to endanger the safety of the operative. One witness identity protection certificate issued by the Commissioner of Police was cancelled due to no evidence being required by the operative.

Thirteen certificates were issued by the CCC Chairperson in 2022–23.

## Audits of our warrant records

The Commonwealth Ombudsman conducts inspections of the CCC's stored communications and telecommunications data records, while Queensland's Parliamentary Commissioner inspects telecommunications interception records.

The Parliamentary Commissioner continues to report favourably on the CCC's procedures regarding obtaining telecommunications interception warrants and managing telecommunications interception warrant information. Both the August 2022 and March 2023 reports noted that the CCC was compliant with record keeping obligations under sections 14, 15 and 16 of the TI Act and restricted records obligations under sections 18, 19 and 20 of the Act.

The August 2022 report outlined the results of an inspection of records for the 2021–22 financial year.

The CCC self-reported contraventions of the TIA Act to the Parliamentary Commissioner including three occasions where telecommunications interception material had been disseminated without the correct authorisation. There was a further contravention of the TIA Act for unauthorised dealing with telecommunications interception material and another for mistakenly sending a telecommunications interception warrant to the wrong carrier. These matters were dealt with promptly by the CCC by additional training and management action.

In October 2022, the Commonwealth Ombudsman conducted an inspection of the CCC's records in relation to stored communications for the period 1 July 2021 to 30 June 2022. As a result of the Commonwealth Ombudsman's findings, the CCC revised the *Operations Manual* to more clearly differentiate between when the CCC requires a stored communications warrant and when officers can access information through a notice to produce under the *Crime and Corruption Act 2001*.

In December 2022, the Commonwealth Ombudsman provided the CCC with a report following an inspection of the CCC's records, in relation to telecommunications data for the period 1 July 2021 to 30 June 2022. The Commonwealth Ombudsman noted the CCC's proactive identification of compliance issues and acknowledged the CCC continued to develop a strong compliance culture.

The CCC identified an issue where subscriber check authorisations had not specified a carriage service provider. In response, the CCC introduced a revised two-step process and updated authorisation templates to ensure the relevant carriage service information was provided. A revised process was also introduced for the collection of authorisation statistics after discrepancies were identified. An addendum to the CCC's *Annual Report 2021–22* was provided to the Commonwealth Attorney-General on 23 November 2022.

The CCC adopted the Commonwealth Ombudsman's suggestions to upgrade processes to ensure authorised officers consistently documented relevant considerations when making a telecommunications data authorisation. These adopted changes included updates to the *Operations Manual* and templates to ensure additional background information was provided as part of the reasons for multiple Integrated Public Number Database (IPNDe) checks and the significance of requested call charge records' date ranges.

**Table 12: Use of powers 2022–23<sup>1</sup>**

Description	Crime		Corruption	Proceeds of crime
	Investigation	Intelligence		
Notices issued to attend hearing	154	0	21	N/A
Notices to produce	89	0	N/A	205
Search warrants	7	0	5	N/A
Notices to discover information	N/A	N/A	67	N/A

Note:

1. This table refers to notices and warrants authorised by our Chairperson or delegate.

---

## Securing and managing our information

### Information Security attestation

Departments and other State bodies are required to submit an Information Security Annual Return which includes attestation of their information security posture and compliance with the *Queensland Government Enterprise Architecture Information Security Policy (IS18:2018)*. Our *Information Security Management Framework* and underlying security controls meet the requirements of IS18:2018.

During the mandatory annual Information Security reporting process, the CEO attested to the appropriateness of the information security risk management within our agency to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and our agency's information security risk position.

There were no information security issues of material concern in 2022–23.

### Managing our records

We are committed to the responsible management of records in line with the requirements of the *Public Records Act 2002*, the *QSA Records Governance Policy and approved Retention and Disposal Schedules*. Our general *Recordkeeping Policy* details the roles and responsibilities for creating, managing and disposing of public records in line with the approved records retention and disposal schedule.

Our employees are advised of their recordkeeping responsibilities during our mandatory induction program, with training refreshed annually. New employees are provided copies of the CCC *Recordkeeping Policy* and the *Information Security Classification Policy and Procedure* to help them understand how records are securely managed within the CCC. All employees of the CCC who utilise the electronic document and records management system (eDRMS) are also subject to regular auditing to ensure compliance with both CCC and legislative guidelines.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant, and contemporary.

Throughout the reporting period, the management and handling of sensitive information across the CCC was strengthened through the review and reworking of document filing structures to ensure that they continue to meet the requirements of operational areas whilst remaining compliant with our legal recordkeeping obligations.

We have continued reviewing the electronic storage and management of lawfully obtained Telecommunication Interceptions to ensure that our processes remain consistent with the *TI Act 1979* and the *TIA 2009* and continue to be appropriate.

---

### Transitioning to digital recordkeeping

We have continued to implement system enhancements and move towards a paper-lite workplace. We are currently upgrading our eDRMS to include functionality around saving files, conversations, and collaborations from our organisation's instant messaging platform as appropriate records within the approved systems.

To ensure the ongoing growth of a paper-lite workplace we have conducted multiple reviews of the eDRMS file structures available for divisional areas to utilise in their work. In consultation with the areas, we have created numerous new file structure standards that aid in usability and timely completion of all work.

We also completed a business case for a secure file sharing platform and commenced a market-based procurement exercise to obtain a suitable solution with the expectation of implementation in 2023–24. This solution will greatly assist in interagency information sharing in a secure electronic way. This will service the expanding need to exchange large and voluminous amounts of files in a timely and efficiency way. It will facilitate a significant reduction in the physical exchanges of information.

### Retention and disposal of records

We retain our records in accordance with retention and disposal schedules approved by the QSA.

In June 2018, the QSA issued a disposal freeze for all records which are relevant to, or may become relevant to, an allegation of child sexual abuse which was subsequently broadened to cover all vulnerable persons and all forms of abuse. This freeze was lifted in March 2020 with the release of a revised General Retention and Disposal Schedule and Guideline for creating and keeping records for the proactive protection of vulnerable persons. We worked with the QSA to create the *CCC Retention of Records Relating to Vulnerable Persons Policy and Procedure*. The CCC developed new work instructions and implemented training to support the implementation of the new policy and procedure.

In line with our digital information management practices, we decommissioned our physical library holdings in 2022–23.

### Aligning our services

In order to improve our maturity and ensure continued alignment with changing and growing business expectations, we have embarked on the formation of a new operating model for the Information Services division, which seeks to expand the records management function with the broader aim of encompassing management of a larger component of the organisation's information holdings.

### Open Data

The following data sets are published on the Open Data website at [www.data.qld.gov.au](http://www.data.qld.gov.au):

- Consultancies
- Overseas travel
- Language services.

We have also published information on our website regarding the remuneration of members of government bodies relevant to our agency.

---

# Setting our strategic direction

Our transformation journey	75
Our Strategic Plan 2023–27	76
Our Crime Position Statement 2023–24	78
Our new Corruption Strategy 2023–27	79
Our revised enabling strategies	80

---

# Our transformation journey

**This year, we conducted a complete refresh of our strategic direction to ensure we remain responsive to emerging issues and challenges. This strategic review enabled us to build on the strong foundations created through our over 30 years of history, our transformation journey to date, while also responding to the potential impact of megatrends, and the many external inquiries and reviews that impact us, and our objective to keep improving how we deliver our services for Queenslanders.**

The CCC has a rich history developed over the last three decades of being a strong, independent agency dedicated to combating major crime and reducing corruption in Queensland. This major strategy review seeks to build on this history and foundations with the support of our enabling strategies to keep pace with the ongoing and rapid innovation in technology.

## Global and national trends and influences

In March 2023, we examined the impact of global megatrends on our operating environment and identified four megatrends that are particularly relevant to the CCC. These megatrends are the rise of technology, the human factor, geopolitical disruption, and climate change and sustainability.

We recognise:

- The **rise of technology** will have a pervasive impact on the CCC. Rapid technological acceleration will continue to improve access to systems and information and enhance our ability to both gather and analyse data in real time. Increased automation, data analytics, and digitalisation will be key to both the prevention and detection of crime and corruption.
- The **human factor** is a broad and multifaceted concept that relates to the demographics in society as well as our shifting societal attitudes and expectations of government and business. The CCC must build a workforce that is digitally and technologically competent, thinks critically and understands how societal beliefs systems are changing the way we work with our community.
- Understanding and proactively preparing for the impact of **geo-political disruption** is essential as we see global tensions rise and international markets shift. Potential economic instability with the diversion of funds to meet international

commitments to defence, trade and environmental agreements necessitates the CCC to see all threats as opportunities. Furthermore, forces us to consider how we approach borderless crimes, terrorism, technological disruptions, supply chain disruptions and potential future pandemics with renewed interest on how we can rapidly shift and transform our current services.

- **Climate change and sustainability** is a generational imperative requiring governments to embrace sustainable practices. In addition, opportunistic crime and the increased potential for corruption activities may emerge through resource scarcity and exploitation of climate disruption and sustainability initiatives so the CCC is proactively monitoring efforts of organised crime groups.

## Enabling our transformation

Successful transformation is challenging. In addition to a clear strategic direction, it requires a strong delivery and governance capability. The CCC has enhanced its project management and governance capabilities to support the delivery of our complex transformation program.

---

# Our Strategic Plan 2023–27

**Our *Strategic Plan* outlines the ambitious body of work we have set ourselves this financial year and beyond. It articulates what we do, how we do it and, importantly, why we do it. Together with our vision and values, it keeps us focused on serving the people of Queensland. In 2023–24, we intend to deliver the activities detailed below.**

## **OBJECTIVE: *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**

Our key strategies are to:

- Improve productivity and outcomes to maximise 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 to inform effective decision making.
- Enable a person-centred approach that reflects the perspectives of our diverse community, including First Nations peoples.

---

## **OBJECTIVE: *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**

Our key strategies are to:

- Develop leadership and management capability to lead change, achieve high performance, and influence connection to agency purpose.
- Nurture a safe and healthy workplace embedding a shared responsibility for the physical, psychological and cultural wellbeing of our workforce.
- Continue to enhance diversity and inclusion initiatives to harness different perspectives and build on our collective strengths.
- 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 to enhance digital capability and improve system cross-functionality.
- Invest wisely in robust information security measures to stay ahead of potential threats.

---

**OBJECTIVE: *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.**

Our key strategies are to:

- 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, private sector and universities to ensure responsible spending, access to specialist capabilities and enhance information sharing.
- Maximise opportunities with our partners to collectively use data and insights in a meaningful way.

---

**OBJECTIVE: *Continuous Improvement* – Anticipating and responding effectively to our dynamic and challenging operating environment.**

Our key strategies are to:

- Redesign service delivery models to maximise our ability to respond to our changing environment.
- Embed a culture of continuous improvement and innovation to improve performance and maximise our impact.
- Strengthen change management practices to sustain the benefits of change.
- Establish environmental sustainability practices to minimise the impact of our operations on the environment.
- Continue to implement initiatives from reviews and inquiries to enhance public confidence.

# Our Crime Position Statement 2023–24

**We play an important part in the fight against serious and organised crime that affects the Queensland community. This is a separate role, and is distinct from our anti-corruption work. The priorities for our crime work are informed by and support the Queensland Government’s priorities, commitments and targets. This also involves Queensland’s commitments to national strategies for fighting serious and organised crime, and associated frameworks and agreements.**

Every year, we undertake a review of our crime function to ensure we are informed and responding in the right areas, and in the right way.

Our *Crime Position Statement 2023–24* defines our strategic focus areas for the year ahead:

- **Illicit markets of high value and high public impact —**  
The CCC is concerned with illicit market activity that enables or involves the commission of serious and organised criminal offending, produces significant financial returns for those involved and delivers the most devastating impacts on Queenslanders, their families and community.
- **Crimes involving loss of life or serious injury —**  
Offenders often act alone but not always, and frequently offending involves domestic violence or organised crime. Offences of this kind that are difficult to solve are often the most complex crimes, are premeditated or highly planned, and involve multiple motivated suspects. CCC’s coercive hearing powers are particularly effective in assisting the QPS in meeting these challenges.
- **Crimes against children and vulnerable people —**  
Crimes against the vulnerable can be particularly difficult to prevent, detect or solve through conventional methods of investigation. Offending often occurs out of sight, physical or forensic evidence is likely to be compromised or destroyed, more than one suspect may be involved, and witnesses may be unwilling to cooperate with authorities out of fear, or because of their relationship with the offender.

Our *Matter Prioritisation Model* ensures the principles for our engagement, and these priorities translate into our assessment and review processes so that our case and project selection is consistent and transparent, considers stakeholder value and is supported by a sound public interest rationale.

Our decision-making at all levels is additionally supported by a *Stakeholder Engagement Strategy* that ensures we understand and capture stakeholder issues and concerns, manage strategic risk, learn from our stakeholders, pool resources, share capabilities, and solve problems and achieve outcomes we could not achieve alone.

---

# Our new Corruption Strategy 2023–27

**A critical pillar of our transformation journey is our new *Corruption Strategy 2023–27*, which has been developed to position and transform our corruption function over the next four years. It reflects the evolving integrity landscape, incorporates the views expressed through engagement with our internal and external stakeholders, and considers findings from our research into ways we can better deliver our services.**

During the reporting period, we conducted a major review of the corruption strategy to support the transformation of our corruption function. Internal engagement included four workshops with Corruption division staff to seek their input and ideas on what to stop, start or continue doing in the future. A total of 39 external stakeholder engagement sessions were held. Our draft strategy was distributed to 240 units of public administration for their feedback prior to finalisation. A total of 25 responses providing feedback in support of the strategy were received from eight public service departments, three local governments, 13 other types of public sector agencies (e.g. government owned corporations, statutory authorities), and one hospital and health service.

Our *Corruption Strategy 2023–27* defines our vision and ambition for the future and outlines our objectives and priorities developed to position and transform our corruption function over the next four years to achieve this.

## **OBJECTIVE: Queenslanders have confidence in the work we do**

- **Data led** — data and insights inform every decision we make
- **Maximum impact** — serious and systemic corruption is our focus
- **Informed complaint referral** — supports shared responsibility for dealing with complaints, and
- **Connected, accessible and transparent** — working together with our partners.

## **OBJECTIVE: Successful transformation**

- **Queensland’s corruption data asset** — collaborative data and insights initiatives
- **Redesign the way we work** — flexible operating models enable us to adapt and respond

- **Innovate, digitise and automate** — leveraging technology to improve our efficiency and effectiveness, and
- **Capable, empowered and adaptable workforce** — enabling people to perform at their best.

Our strategy is supported by a four-year roadmap of strategic initiatives, along with significant investment in resourcing to support our transformation and delivery of recommendations from external inquiries and reviews, including those arising from the *Fitzgerald/Wilson Inquiry* and *Five-Year Review 2021*.

Our new strategy recognises the increasing value of data to prevent and investigate corruption, sharpens our focus on serious and system corruption, creates shared responsibility for dealing with complaints, and increases our connections with stakeholders and transparency to build trust in the work we do. The strategy also recognises increased automation, data analytics and digitalisation are increasingly important components to preventing and investigating corruption.

Over the coming years, we will work with UPAs and relevant third parties to build Queensland’s corruption data asset, which will enhance our understanding of corruption in Queensland.

Our strategy is also redesigning the way we work, to ensure we have the right culture, organisational flexibility, investigative and prevention capabilities, information and systems, and checks and balances necessary to deal with corruption in Queensland.

Central to our strategy is our commitment to sharpen our focus to deliver greater impact, taking a more collaborative approach to engaging with our partners, and delivering greater insights and proactive corruption prevention services. By implementing this strategy, we will connect people, insights, and technologies to reduce serious and systemic corruption across Queensland.

# Our revised enabling strategies

**Our review of our enabling strategies in 2022–23 demonstrated that continued development of our workforce, digital, and data and analytics capabilities remain critical to delivering our strategic objectives.**

## Our enabling strategies: connecting people, insights and technologies

The purpose of these strategies is to provide a roadmap to achieving our ambition of ‘connecting people, insights and technology to combat major crime and reduce corruption in and improve the integrity of public institutions.

This year we reviewed our strategies to align with our new strategic direction (see page 76–77).

Our **Workforce Strategy** remains focused on three objectives:

1. Undertaking **outcome-focused** work
2. To be a **diverse, engaged, capable and adaptable workforce**, and
3. Foster a **‘greater place to work’**.

Our **Digital Strategy** has been updated to transform CCC from ‘doing digital’ to ‘being digital’, by maturing our digital capability and targeting our digital solutions on delivering simpler, smarter, people-centric digital services in order to combat major crime and reduce corruption in Queensland. We will do this by:

- **Maximising value** — leverage new technology and optimise digital investments to improve our efficiency and effectiveness, and
- **Improving maturity** — continuously enhance our Digital Operating Model to facilitate digital transformation.

Our revised **Data and Analytics Strategy** recognises the central role we play in the integrity system in Queensland. As part of the overall funding to implement the *Fitzgerald/Wilson Inquiry* recommendations, the Government has approved \$3.985 million in funding over the next four years for the CCC to leverage our Analytics Data Warehouse and strategic partnerships with public and private institutions to build a unique corruption data asset that will improve Queensland’s ability to identify and prevent corruption.

By delivering a data-driven prevention focus, we will not only deliver on the intent of the *Fitzgerald/Wilson Inquiry* recommendations, but will improve our value to Queenslanders by:

- **Creating high-value datasets** — curate, integrate and centralise data to create datasets that support the CCC’s strategic priorities, and
- **Embedding and empowering** — improve data literacy, embed data-driven decision making and use innovative analytics to deliver value to the CCC, stakeholders and partners.

---

# Financial information

About the Financial Statements 82

---

Financial Statements 84

---

Independent Auditor's Report 117

---

# About the financial statements

## The financial statements highlight our financial performance and overall position as at 30 June 2023.

The financial statements consist of five parts:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to and forming part of the Financial Statements.

The financial statements are prepared by our finance area, reviewed by our CEO and ARMC and then audited by the QAO.

### Statement of Comprehensive Income

The Statement of Comprehensive Income measures an entity's financial performance over a specific period (usually 12 months). The Statement of Comprehensive Income comprises a profit and loss statement which compares revenues received against expenses incurred. Excess revenue over expenses results in an operating surplus, while excess expenses over revenue results in an operating deficit.

For the year ended 30 June 2023, our revenue exceeded expenses by \$6.341 million, resulting in an operating surplus. The CCC intends to utilise this surplus in future years by investing in the development of new *Investigation Case Management Systems* for its crime and corruption functions.

### Statement of Financial Position

The Statement of Financial Position provides a snapshot of the financial health of an entity at the end of the reporting period. It presents the value of the assets held, amounts owing (liabilities), and the equity (net worth) of the entity.

**As at 30 June 2023, our equity was valued at \$30.011 million, increasing by \$6.341 million due to the operating surplus for 2022–23.**

### Assets

Assets are items of value controlled by an entity, from which future economic benefits are expected to flow to the entity. Assets are classed as 'current assets' or 'non-current assets'.

Current assets are those assets that can be readily converted into cash within the next 12 months. Our current assets include cash, trade debtors and other receivables, and pre-paid expenditure.

Non-current assets are those assets that are not easily converted into cash and that an entity does not expect to convert into cash within the next 12 months. At 30 June 2023, our non-current assets of \$6.988 million included the book value of leasehold improvements, motor vehicles, computer and other technical equipment, software (intangibles), and work in progress.

### Liabilities

Liabilities are the amounts owed by the entity. Similarly, to assets, they are classed as 'current liabilities' and 'non-current liabilities'.

Current liabilities are amounts owing that an entity plans to pay within the next 12 months. Our current liabilities include amounts owed to suppliers (usually settled on 30-day terms), amounts owing for leave entitlements to be paid to the Annual Leave Central Scheme, provisions for expenditure incurred based on contractual obligations and expected to be settled within the next 12 months.

Non-current liabilities are those liabilities which an entity is not expected to pay within 12 months or which the entity has no legal requirement to settle within the next 12 months. Our non-current liabilities relate to the provision for costs to restore the leased premises to its original condition and deferred lease liabilities which have arisen due to recognising lease payments in accordance with the new leasing standard implemented on 1 July 2019 (see Notes 10 and 11) over the term of the lease.

---

### **Net assets**

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of the CCC as at 30 June 2023.

### **Equity**

Equity is the net worth of the entity and is represented by total assets less total liabilities in the Statement of Financial Position. An entity's equity balance is made up of initial capital (contributions), accumulated surplus/deficit and reserves.

### **Statement of Changes in Equity**

The Statement of Changes in Equity details movements in the equity of an entity during the reporting period. The equity balance is affected by the operating result (surplus or deficit) for the period, equity injections or withdrawals, and asset revaluations.

### **Statement of Cash Flows**

This statement shows the actual movements of cash during the financial year. During the 2022–23 financial year, we received \$70.223 million in cash and paid out \$61.994 million in cash to manage our operating activities. In addition, \$1.576 million in cash was invested in capital acquisitions. Our cash balance at 30 June 2023 was \$25.215 million compared with \$18.895 million at 30 June 2022. The increase in cash of \$6.320 million is mainly due to the current year operating surplus, depreciation and amortisation expenses when compared with 30 June 2022.

### **Notes to and forming part of the Financial Statements**

The notes to the financial statements provide a more detailed breakup of line items presented in the financial statements. They also disclose other matters such as the CCC's accounting policies, budget reporting disclosures including explanations of major budget variances, outstanding commitments at the end of the reporting period and other financial disclosures including key executive management personnel and remuneration. The financial statements should be read in conjunction with these accompanying notes.

**CRIME AND CORRUPTION COMMISSION**  
**Financial Statements**  
**for the year ended 30 June 2023**

<b>Contents</b>	<b>Page</b>
Statement of Comprehensive Income	85
Statement of Financial Position	86
Statement of Changes in Equity	87
Statement of Cash Flows	88
Notes to and forming part of the Financial Statements	90
Management Certificate	116

## General information

These financial statements cover the Crime and Corruption Commission (CCC), an independent statutory body established under the *Crime and Corruption Act 2001*, which reports directly to the Queensland Parliament.

For financial reporting purposes, the CCC is a statutory body in terms of the *Financial Accountability Act 2009*, and is subsequently consolidated into the whole-of-government financial statements.

The head office and principal place of business of the CCC is:

Level 2, North Tower Green Square

515 St Pauls Terrace

Fortitude Valley QLD 4006

A description of the nature of the CCC's operations and its principal activities is included in the notes to the financial statements.

For information relating to the CCC's financial statements, please call 07 3360 6060, email <[mailbox@ccc.qld.gov.au](mailto:mailbox@ccc.qld.gov.au)> or visit the CCC's website at <[www.ccc.qld.gov.au](http://www.ccc.qld.gov.au)>.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Comprehensive Income**  
**for the year ended 30 June 2023**

OPERATING RESULT	Notes	2023 Actual \$'000	2023 Original Budget \$'000	Budget Variance*	2022 Actual \$'000
<b>Income from Continuing Operations</b>					
Grants and other contributions	2	68,347	66,962	1,385	65,142
Interest		993	150	843	139
Other revenue		132	104	28	75
<b>Total Revenue</b>		<b>69,472</b>	<b>67,216</b>	<b>2,256</b>	<b>65,356</b>
Gains on disposal of property, plant and equipment		91	25	66	123
<b>Total Income from Continuing Operations</b>		<b>69,563</b>	<b>67,241</b>	<b>2,322</b>	<b>65,479</b>
<b>Expenses from Continuing Operations</b>					
Employee expenses	3	45,137	47,969	(2,832)	45,613
Supplies and services	5	14,209	15,391	(1,182)	14,343
Depreciation and amortisation	8,10,11	2,288	2,533	(245)	2,406
Finance costs		24	10	14	8
Other expenses	6	1,474	1,288	186	1,385
Impairment losses	8,9	-	50	(50)	2,275
<b>Total Expenses from Continuing Operations</b>		<b>63,132</b>	<b>67,241</b>	<b>(4,109)</b>	<b>66,030</b>
<b>Operating Result from Continuing Operations</b>		<b>6,431</b>	<b>-</b>	<b>6,431</b>	<b>(551)</b>
<b>Total Comprehensive Income</b>		<b>6,431</b>	<b>-</b>	<b>6,431</b>	<b>(551)</b>

\* An explanation of major variances is included at Note 19.

The accompanying notes form part of these statements.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Financial Position**  
**for the year ended 30 June 2023**

	Notes	2023 Actual \$'000	2023 Original Budget \$'000	Budget Variance* \$'000	2022 Actual \$'000
<b>Current Assets</b>					
Cash and cash equivalents	7	25,215	18,610	6,605	18,895
Receivables		1,005	881	124	987
Other assets		1,343	1,253	90	1,146
<b>Total Current Assets</b>		<b>27,563</b>	<b>20,744</b>	<b>6,819</b>	<b>21,028</b>
<b>Non-Current Assets</b>					
Intangible assets	8,9	606	707	(101)	890
Property, plant and equipment	10	5,389	6,013	(624)	5,963
Right-of-use assets	11	945	1	944	309
Other assets		48	126	(78)	49
<b>Total Non-Current Assets</b>		<b>6,988</b>	<b>6,847</b>	<b>141</b>	<b>7,211</b>
<b>Total Assets</b>		<b>34,551</b>	<b>27,591</b>	<b>6,960</b>	<b>28,239</b>
<b>Current Liabilities</b>					
Payables	12	2,351	2,288	63	2,798
Lease liabilities	11	300	-	300	330
Accrued employee benefits	13	948	1,293	(345)	1,300
Other		16	-	16	12
<b>Total Current Liabilities</b>		<b>3,615</b>	<b>3,581</b>	<b>34</b>	<b>4,440</b>
<b>Non-Current Liabilities</b>					
Lease liabilities	11	668	-	668	-
Provisions	14	257	242	15	219
Other		-	2	(2)	-
<b>Total Non-Current Liabilities</b>		<b>925</b>	<b>244</b>	<b>681</b>	<b>219</b>
<b>Total Liabilities</b>		<b>4,540</b>	<b>3,825</b>	<b>715</b>	<b>4,659</b>
<b>Net Assets</b>		<b>30,011</b>	<b>23,766</b>	<b>6,245</b>	<b>23,580</b>
<b>Equity</b>					
Contributed equity		16,168	16,168	-	16,168
Accumulated surplus		13,843	7,598	6,245	7,412
<b>Total Equity</b>		<b>30,011</b>	<b>23,766</b>	<b>6,245</b>	<b>23,580</b>

\* An explanation of major variances is included at Note 19.

The accompanying notes form part of these statements.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Changes in Equity**  
**for the year ended 30 June 2023**

	Accumulated Surplus \$'000	Contributed Equity \$'000	TOTAL \$'000
Balance as at 1 July 2021	7,963	16,168	24,131
Operating result from continuing operations	(551)	-	(551)
<b>Balance as at 30 June 2022</b>	<b>7,412</b>	<b>16,168</b>	<b>23,580</b>

	Accumulated Surplus \$'000	Contributed Equity \$'000	TOTAL \$'000
Balance as at 1 July 2022	7,412	16,168	23,580
Operating result from continuing operations	6,431	-	6,431
<b>Balance as at 30 June 2023</b>	<b>13,843</b>	<b>16,168</b>	<b>30,011</b>

*The accompanying notes form part of these statements.*

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Cash Flows**  
**for the year ended 30 June 2023**

	Notes	2023 Actual \$'000	2023 Original Budget \$'000	Budget Variance* \$'000	2022 Actual \$'000
<b>Cash flows from operating activities</b>					
<i>Inflows</i>					
Grants and other contributions	2	67,045	65,825	1,220	63,897
Interest receipts		913	150	763	134
GST input tax credits from ATO		1,585	1,168	417	1,637
GST collected from customers		29	-	29	78
Other		128	104	24	70
<i>Outflows</i>					
Employee expenses		(45,435)	(47,969)	2,534	(45,082)
Supplies and services		(11,288)	(11,620)	332	(10,717)
Property rental		(3,517)	(3,711)	194	(3,356)
GST paid to suppliers		(1,607)	(1,143)	(464)	(1,594)
GST remitted to ATO		(35)	(28)	(7)	(75)
Other		(145)	(158)	13	(139)
<b>Net cash provided by/(used in) operating activities</b>		<b>7,673</b>	<b>2,618</b>	<b>5,055</b>	<b>4,853</b>
<b>Cash flows from investing activities</b>					
<i>Inflows</i>					
Sales of property, plant and equipment		524	149	375	544
<i>Outflows</i>					
Payments for property, plant and equipment	10	(1,544)	(1,600)	56	(1,750)
<b>Net cash provided by/(used in) investing activities</b>		<b>(1,020)</b>	<b>(1,451)</b>	<b>431</b>	<b>(1,206)</b>
<b>Cash flows from financing activities</b>					
<i>Outflow</i>					
Finance lease payments	11	(333)	(330)	(3)	(316)
<b>Net cash provided by/(used in) financing activities</b>		<b>(333)</b>	<b>(330)</b>	<b>(3)</b>	<b>(316)</b>
Net increase in cash and cash equivalents		6,320	837	5,483	3,331
Cash and cash equivalents at beginning of period		18,895	17,773	1,122	15,564
<b>Cash and cash equivalents at end of period</b>	7	<b>25,215</b>	<b>18,610</b>	<b>6,605</b>	<b>18,895</b>

\* An explanation of major variances is included at Note 19.

The accompanying notes form part of these statements.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Cash Flows**  
**for the year ended 30 June 2023**

**Reconciliation of Operating Result to Net Cash Provided by Operating Activities**

	2023 \$'000	2022 \$'000
Operating result from continuing operations	6,431	(551)
Depreciation and amortisation expense	2,288	2,406
Losses on disposal of property, plant and equipment	27	3
Gains on disposal of property, plant and equipment	(91)	(123)
Impairment losses	-	2,275
Finance costs	24	8
<b>Change in asset and liabilities:</b>		
(Increase)/decrease in other receivables	(4)	(5)
(Increase)/decrease in GST receivable	(27)	42
(Increase)/decrease in long service leave reimbursement receivable	59	(46)
(Increase)/decrease in annual leave reimbursement receivable	36	(102)
(Increase)/decrease in interest receivable	(80)	(5)
(Increase)/decrease in prepayments	(196)	326
Increase/(decrease) in accounts payable	(446)	609
Increase/(decrease) in accrued employee benefits	(352)	7
Increase/(decrease) in unearned revenue	4	12
Increase/(decrease) in provisions	-	(3)
<b>Net Cash Provided by operating activities</b>	<b>7,673</b>	<b>4,853</b>

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2022–23**

**Objectives of the Crime and Corruption Commission**

<b>Note 1</b>	Summary of Significant Accounting Policies
<b>Note 2</b>	Grants and Other Contributions
<b>Note 3</b>	Employee Expenses
<b>Note 4</b>	The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions
<b>Note 5</b>	Supplies and Services
<b>Note 6</b>	Other Expenses
<b>Note 7</b>	Cash and Cash Equivalents
<b>Note 8</b>	Intangible Assets
<b>Note 9</b>	Impairment Losses
<b>Note 10</b>	Property, Plant and Equipment
<b>Note 11</b>	Right-of-use Assets and Lease Liabilities
<b>Note 12</b>	Payables
<b>Note 13</b>	Accrued Employee Benefits
<b>Note 14</b>	Provisions
<b>Note 15</b>	Commitments for Expenditure
<b>Note 16</b>	Contingencies
<b>Note 17</b>	Financial Instruments
<b>Note 18</b>	Trust Transactions and Balances
<b>Note 19</b>	Explanation of Major Variances

**Management Certificate for the year ended 30 June 2023**

## Objectives of the Crime and Corruption Commission (CCC)

The Crime and Corruption Commission (CCC) is an independent statutory body set up to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. We investigate crime and corruption, have oversight of the public sector including police, and protect witnesses.

### Note 1: Summary of Significant Accounting Policies

**Significant accounting policies are in the notes to which they relate, except as follows:**

#### (a) Statement of Compliance

These financial statements are general purpose financial statements which have been prepared on an accrual basis, except for the Statement of Cash Flows which is prepared on a cash basis. They are prepared in accordance with:

- Section 39 of the *Financial and Performance Management Standard 2019*
- Australian Accounting Standards and Interpretations applicable to not-for-profit entities
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2022

Except where stated, the historical cost convention is used. This means that assets are recorded at their initial cost and liabilities are valued at the amount initially received in exchange for obligation.

There are no new accounting policies applied or changes in accounting policy in 2022-23.

#### (b) The Reporting Entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the CCC. The CCC does not control any other entities.

#### (c) Other Presentation Matters

##### ***Currency and rounding***

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

##### ***Comparatives***

Comparative information has not been restated.

##### ***Current/Non-Current Classification***

Assets and liabilities are classified as either "current" or "non-current" in the Statement of Financial Position and associated notes.

Assets are classified as "current" where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as "current" when they are due to be settled within 12 months after the reporting date, or the CCC does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

#### (d) Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Chief Finance Officer, Chief Executive Officer and Chairperson at the date of signing the Management Certificate.

**Note 1: Summary of Significant Accounting Policies (cont'd)**

**(e) Taxation**

The CCC is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

**(f) Receivables**

Receivables are measured at amortised cost which approximates their fair value and represent amounts owed to the CCC at the end of the reporting period. Any receivable impairment allowance reflects expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast recoverability. Where there is no reasonable expectation of recovering an amount owed the debt is written-off by directly reducing the receivable against the loss allowance.

Sundry debtors are recognised at the amounts due at the time of service delivery, that is, the agreed sale/contract price. Settlement of these amounts is required within 30 days from invoice date.

**(g) Accounting Estimates and Judgements**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have the potential to cause a material adjustment to the carrying amount of assets and liabilities and associated depreciation and amortisation expenses within the next period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Intangible Assets (Note 8)
- Valuation, depreciation and impairment of Property, Plant and Equipment (Note 10)
- Right-of-use Assets and Lease Liabilities (Note 11)
- Provisions (Note 14)
- Contingencies (Note 16)

**(h) Future Impact of Accounting Standards Not Yet Effective**

At the date of authorisation of the financial statements, there are no new or amended accounting standards with future effective dates that are applicable and have a material impact on the CCC.

**Note 2: Grants and Other Contributions**

**Accounting Policy:**

**Government Grants** – Government grants are non-reciprocal in nature and are recognised as revenue in the year in which the CCC obtains control over them or the right to receive them. Grants are accounted for under AASB 1058 Income of Not-for-Profit Entities, whereby revenue is recognised upon receipt of the grant funding.

**Other Contributions – Services Received Below Fair Value** – The CCC recognises contributions of services only if the services would have been purchased had they not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

	2023 \$'000	2022 \$'000
<b>Grants</b>		
Queensland Government grant <sup>1</sup>	67,045	63,897
<b>Other Contributions – Services Received Below Fair Value (Note 6)</b>		
Queensland State Archives	142	135
Employee costs for police secondments from Queensland Police Service (QPS) <sup>2</sup>	1,160	1,110
	1,302	1,245
<b>Total</b>	<b>68,347</b>	<b>65,142</b>

<sup>1</sup> The CCC is funded by parliamentary appropriations for the provision of its outputs. These appropriations are received by the Department of Justice and Attorney-General (DJAG) and forwarded to the CCC on a quarterly basis in the form of a grant.

<sup>2</sup> As at 30 June 2023, 8 police FTEs were seconded to the CCC from the QPS and paid for by the QPS (2022: 8 police FTEs seconded).

### Note 3: Employee Expenses

#### Accounting Policy:

**Wages, Salaries and Sick Leave** – Salaries and wages due but unpaid at reporting date are recognised as a liability in the Statement of Financial Position. As the CCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Refer to Note 13 for balances.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees, and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

**Annual Leave** – The CCC became a member of the Queensland Government’s Annual Leave Central Scheme (ALCS) starting 1 July 2018. Under this scheme, a levy is made on the CCC to cover the cost of employees’ annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears. Refer to Note 13 for balances.

**Long Service Leave** – Under the Queensland Government’s Long Service Leave Central Scheme, a levy is applied on the CCC to cover the cost of employees’ long service leave. Levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears. Refer to Note 13 for balances.

No provision for long service leave is recognised in the CCC’s financial statements, the liability being held on a whole-of-government basis and reported in those financial statements, pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

**Superannuation** – Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government’s QSuper defined benefit plan as determined by the employee’s conditions of employment.

**Defined Contribution Plans** - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee’s service each pay period.

**Defined Benefit Plan** - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the CCC at the specified rate following completion of the employee’s service each pay period. The CCC’s obligations are limited to those contributions paid.

**Note 3: Employee Expenses (cont'd)**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Employee Benefits</b>		
Wages and salaries	34,550	35,296
Annual leave levy/expense	2,444	2,549
Long service leave levy/expense	964	911
Employer superannuation contributions	4,565	4,580
Other employee benefits	133	87
<b>Employee Related Expenses</b>		
Workers' compensation premium	343	303
Payroll tax	1,493	1,527
Other employee related expenses	645	360
<b>Total</b>	<b>45,137</b>	<b>45,613</b>

	<b>2023</b>	<b>2022</b>
The number of employees including both full-time employees and part-time employees, measured on a full-time equivalent (FTE) basis is:		
Number of employees <sup>1</sup>	<b>313</b>	<b>311</b>

<sup>1</sup> As at 30 June 2023 it includes 72 (2022: 74) police FTE positions seconded from the QPS and paid for by the CCC.

#### Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions

**(a) The Commission**

The Commission is the governing body and comprises a full time Commissioner who is the Chairperson, one (1) part-time Commissioner who is the Deputy Chairperson, and three (3) part-time Ordinary Commissioners. The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions. The Chairperson has specific responsibilities relating to the proper performance of the CCC's functions.

**(b) Chief Executive Officer (CEO)**

The CEO is responsible for the efficient, effective and economic administration of the CCC. The CCC's financial functions are also delegated to the CEO. The CEO reports to the Commission.

**(c) Key Management Personnel (KMP)**

The CCC's responsible Minister is identified as part of the CCC's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence. Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Member's Remuneration Handbook. The CCC does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

The details for non-ministerial KMP reflect those CCC positions that had authority and responsibility for planning, directing and controlling activities of the CCC during 2022-23 and 2021-22. Further information about these positions can be found in the body of the Annual Report under the section relating to Governance and people.

**(d) Remuneration Expenses**

***Chairperson Remuneration***

The remuneration paid to the Chairperson is determined by the Governor-in-Council and is equivalent to the superannuable salary of a Supreme Court judge, other than the Chief Justice or the President of the Court of Appeal, as provided for under the *Judicial Remuneration Act 2007*.

The Chairperson's conditions of employment includes a jurisprudential allowance, an expense of office allowance, vehicle allowance, leave equivalent to the public service and a pension in accordance with the provisions of the *Crime and Corruption Act 2001*. The Chairperson is not eligible for a performance bonus.

***Acting Chairperson Remuneration***

The remuneration paid to the acting Chairperson is determined by the Governor-in-Council. When acting as the Chairperson, the appointees will continue to receive their substantive superannuable salary, plus will receive the pro-rata difference between their substantive superannuable salary and the salary paid to the Chairperson which is equivalent to the salary paid to a Supreme Court Judge.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(d) Remuneration Expenses (cont'd)**

**Chief Executive Officer (CEO) and Senior Executive Remuneration (Cont'd)**

The remuneration paid to the CEO is determined by the Governor-in-Council; however, remuneration policy for both the CCC's CEO and senior executive personnel is based on rates set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*, and approved by the Minister.

For the 2022-23 year, in accordance with government policy, the remuneration for the CEO increased by 2.5% on 1 July 2022 and a further 2.5% on 1 September 2022. Senior executive personnel remuneration increased by 2.5% on 1 September 2022. There were two 2.5% increments for both CEO and Senior executive personnel in financial year 2021-22.

Remuneration expenses for key management personnel comprise the following components:

- Short-term employee expenses which include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the senior executive position
  - non-monetary benefits — consisting of car parking benefits
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations
- Termination benefits are provided for within individual contracts of employment for senior executive personnel only. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for the termination
- The CEO and senior executive personnel contracts do not provide for performance bonuses.

The remuneration and other terms of employment for the senior executive personnel are specified in employment contracts.

**Part-time Ordinary Commissioners' Remuneration**

The remuneration paid to part-time Commissioners is determined by the Governor-in-Council and based on rates specified in the guidelines for Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities: Remuneration Procedures. The remuneration amounts shown include superannuation.

Name of Commissioner	Position	Date of term commencement	2023 \$'000	2022 \$'000
Kathryn McMillan	Deputy Chairperson	16 December 2022 to current	25	-
Sydney Williams	Deputy Chairperson	1 November 2014 to 31 October 2022	14	46
Helen Darch	Ordinary Commissioner	14 May 2021 to current	46	46
Peter Dowling	Ordinary Commissioner	4 November 2022 to current	31	-
Deborah Holliday	Ordinary Commissioner	Acting 11 November 2016 to 10 February 2017 10 March 2017 to 15 October 2021	-	14
Bruce Barbour*	Ordinary Commissioner	14 May 2021 to 28 January 2022	-	27
<b>Total</b>			<b>116</b>	<b>133</b>

\*Appointed as CCC acting Chairperson on the 28 January 2022. Refer to acting Chairperson remuneration.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(d) Remuneration Expenses (cont'd)**

1 July 2022 – 30 June 2023

Position	Contract classification and appointment authority	Monetary Expenses \$'000	Long-Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Total Expenses \$'000
Chairperson 2 July 2022 to current	<i>Crime and Corruption Act 2001</i>	552	14	53	619
Chief Executive Officer 24 August 2018 to current	CEO, <i>Crime and Corruption Act 2001</i>	314	8	39	361
Senior Executive Officer, Corruption 11 July 2022 to current	SES4, <i>Crime and Corruption Act 2001</i>	263	7	30	300
Senior Executive Officer, Crime 3 July 2017 to current	SES4, <i>Crime and Corruption Act 2001</i>	257	7	29	293
General Manager, Strategy & Renewal 15 August 2022 to current <sup>1</sup>	SES3, <i>Crime and Corruption Act 2001</i>	193	5	21	219
General Manager, Corporate Services 1 April 2019 to 14 August 2022 <sup>1</sup>	SES3, <i>Crime and Corruption Act 2001</i>	25	1	3	29
General Manager, Operations Support 12 April 2022 to current	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	213	6	34	253
<b>Total Remuneration</b>		<b>1,817</b>	<b>48</b>	<b>209</b>	<b>2,074</b>

<sup>1</sup> General Manager, Corporate Services was appointed to the General Manager, Strategy & Renewal role in an organisation restructure. The General Manager, Corporate Services position was abolished from 14 August 2022.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(d) Remuneration Expenses (cont'd)**

1 July 2021 – 30 June 2022

Position	Contract classification and appointment authority	Monetary Expenses \$'000	Long-Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Total Expenses \$'000
Chairperson – 1 September 2015 to 28 January 2022	<i>Crime and Corruption Act 2001</i>	309	7	-	316
Acting Chairperson – 29 January 2022 to 1 July 2022 <sup>1</sup>	<i>Crime and Corruption Act 2001</i>	200	5	21	226
Chief Executive Officer – 24 August 2018 to current	CEO, <i>Crime and Corruption Act 2001</i>	316	8	39	363
Senior Executive Officer, Corruption – 3 October 2017 to 11 February 2022 <sup>2</sup>	SES4, <i>Crime and Corruption Act 2001</i>	163	3	15	181
Acting Senior Executive Officer, Corruption – 10 February 2022 to 30 June 2022	SES4, <i>Crime and Corruption Act 2001</i>	97	3	9	109
Senior Executive Officer, Crime – 3 July 2017 to current	SES4, <i>Crime and Corruption Act 2001</i>	259	6	29	294
General Manager, Corporate Services – 1 April 2019 to current	SES3, <i>Crime and Corruption Act 2001</i>	216	5	23	244
General Manager, Operations Support – 12 April 2022 to current	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	43	1	7	51
General Manager, Operations Support – 5 May 2020 to 8 April 2022 <sup>3</sup>	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	60	2	9	71
Acting General Manager, Operations Support – 5 July 2021 to 2 January 2022	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	111	3	16	130
<b>Total Remuneration</b>		<b>1,774</b>	<b>43</b>	<b>168</b>	<b>1,985</b>

<sup>1</sup> Acting Chairperson has been appointed to the role of Chairperson for three years starting 2 July 2022.

<sup>2</sup> Remuneration expenses include costs in relation to acting arrangements established during the year.

<sup>3</sup> Commenced secondment with Queensland Racing Integrity Commission from 5 July 2021 to 2 January 2022. The General Manager, Operations Support role was backfilled during this period.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(e) Related Party Transactions**

***Transactions with people/entities related to KMP***

The CCC obtained related party declarations for each member of the Commission and key executive management personnel for the period 1 July 2022 to 30 June 2023. No related party transactions have been identified as per AASB 124 *Related Party Disclosures* from the declarations completed and searches performed.

***Transactions with other Queensland Government-controlled entities***

The CCC's primary ongoing sources of funding are from the Department of Justice and Attorney-General and are provided in cash by way of revenue (Note 2). The CCC has material transactions with other Queensland Government-controlled entities consistent with normal day-to-day business operations provided under standard terms and conditions, including the payment of worker's compensation and insurance premiums:

- Queensland Treasury Corporation – term deposit investments (Note 7)
- Queensland Police Service – employee secondments (Note 2, Note 3 and Note 6)
- WorkCover Queensland – obligations for employee compensation insurance (Note 3)
- Department of Energy and Public Works – motor vehicles lease, property rentals and building maintenance (Note 5)
- Queensland State Archives – archival storage services (Note 2 and Note 6)
- Corporate Administration Agency – financial and payroll systems and processing services under the 'Shared Services Provider' model (Note 5)
- Queensland Government Insurance Fund – general liability insurance including public and products liability (Note 6)
- Queensland Audit Office – financial statement audit services (Note 6)

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2022–23**

**Note 5: Supplies and Services**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Property rentals <sup>1</sup>	3,517	3,356
Consultants and contractors	2,212	1,675
Information technology (IT) hardware and software maintenance	1,964	1,780
Telecommunications and access costs	1,668	2,497
Legal costs	819	1,043
Travel	516	329
Motor vehicle running costs	511	517
Security	511	452
Furniture and equipment (non-asset)	498	415
Building and equipment maintenance	461	414
Corporate service providers	409	339
Operational expenses	399	576
Electricity	233	214
Software purchases	9	235
Other	482	501
<b>Total</b>	<b>14,209</b>	<b>14,343</b>

<sup>1</sup> Property rentals include lease expenses for Green Square accommodation, which is exempted from AASB 16 *Lease* as it is a non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework. The Department of Energy and Public Works has substantive substitution rights over the assets used.

**Note 6: Other Expenses**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
External audit fees <sup>1</sup>	67	65
Insurance Premiums <sup>2</sup>	33	33
Services received below fair value (see Note 2)	1,302	1,245
Losses – On disposal of property, plant and equipment	27	3
Sundry expenses	45	39
<b>Total</b>	<b>1,474</b>	<b>1,385</b>

<sup>1</sup> Estimate of fees payable to Queensland Audit Office relating to the 2022-23 financial statements is \$66,900 (2022 fee: \$64,500).

<sup>2</sup> The CCC's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. Insurance claims are subject to a \$10,000 deductible per claim.

**Note 7: Cash and Cash Equivalents**

**Accounting Policy:**

**Cash and Cash Equivalents** – Cash and cash equivalents include all cash and cheques receipted but not banked at 30 June. Term deposits are held with major banking institutions and/or Queensland Treasury Corporation and represent liquid investments with short periods to maturity that are readily convertible to cash on hand at the CCC’s option and that are subject to a low risk of changes in value.

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Imprest accounts	3	8
Cash at bank	2,155	1,452
Term deposits	23,057	17,435
<b>Total</b>	<b>25,215</b>	<b>18,895</b>

**Note 8: Intangible Assets**

**Accounting Policy:**

**Recognition** – Intangible assets of the CCC comprise purchased software and internally developed software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

**Measurement** – There is no active market for any of the CCC’s intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and impairment losses (if any). Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below.

**Amortisation Expense** – All intangible assets of the CCC have finite useful lives and are amortised on a straight-line basis over their estimated useful life. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible’s useful life. The residual value of all the CCC’s intangible assets is zero. Each class of intangible asset has the following useful lives:

*Intangible Assets:*

Software purchased – existing records management system	14 years
Software internally generated	5 years

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2022–23**

**Note 8: Intangible Assets (cont'd)**

	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Software purchased		
At cost	693	693
Less: Accumulated amortisation	(684)	(677)
	<u>9</u>	<u>16</u>
Software internally generated <sup>1</sup>		
At cost	1370	1,370
Less: Accumulated amortisation	(773)	(496)
	<u>597</u>	<u>874</u>
<b>Total</b>	<b><u>606</u></b>	<b><u>890</u></b>

<sup>1</sup> The CCC's software internally generated comprises of various computer applications under the Digital Workplace Program (DWP) as well as the data warehousing infrastructure.

**Intangibles Reconciliation**

	Software Purchased		Software Internally Generated		Software Work in Progress <sup>2</sup>		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Carrying amount at 1 July	16	51	874	1,151	-	2,275	890	3,477
Acquisitions	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-
Impairment	-	-	-	-	-	(2,275)	-	(2,275)
Transfers between classes	-	-	-	-	-	-	-	-
Amortisation <sup>1</sup>	(7)	(35)	(277)	(277)	-	-	(284)	(312)
<b>Carrying amount at 30 June</b>	<b>9</b>	<b>16</b>	<b>597</b>	<b>874</b>	<b>-</b>	<b>-</b>	<b>606</b>	<b>890</b>

<sup>1</sup> Amortisation of intangibles is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive income.

<sup>2</sup> The Integrated Case Management System (ICMS) project was impaired in financial year 2021-22. Refer to note 9 Impairment Losses

**Note 9: Impairment Losses**

**Accounting Policy:**

**Property, plant and equipment** – Impairment of non-current physical assets is the decline in the service potential of an asset over and above the use reflected through depreciation.

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the CCC determines the assets recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss. An impairment loss is recognised immediately in the Statement of Comprehensive Income.

As part of the stocktake process, impairment was assessed over all CCC assets. The result of this review was that no physical asset was impaired.

**Intangible assets** – All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the CCC determines the asset’s recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss.

**Impairment event (Intangible asset):**

In September 2018, the CCC commenced the build of an Integrated Case Management System (ICMS). During 2020 work had been completed with a number of Project Change Requests issued by the vendor. However, in late 2020 several security vulnerabilities were then detected within components of the ICMS.

During further assessment of the ICMS product in August 2021, it was identified that the software required significant reconfiguration to address the security vulnerabilities. This resulted in the project being abandoned in September 2021.

Consequently, an impairment loss of \$2.275 million was recognised in the statement of comprehensive income equal to the development costs incurred previously and recorded as work-in-progress. There was no recoverable amount for any intangible assets at 30 June 2022 as no assets were completed in the 2021-22 financial year. There’re no impairment losses in financial year 2022-23.

**Impairment Losses**

	2023 \$'000	2022 \$'000
Intangibles	-	2,275
<b>Total</b>	<b>-</b>	<b>2,275</b>

## Note 10: Property, Plant and Equipment

### Accounting Policy:

**Recognition** – All property, plant and equipment are initially recognised and subsequently measured at cost. Cost comprises purchase price plus additional expenditure incurred to maintain the asset in the condition necessary to be used as intended.

Items of Property, Plant and Equipment (PPE) are recognised in the Statement of Financial Position where their initial acquisition costs equal or exceed \$5,000. Items with a lesser value are expensed in the year of acquisition.

**Measurement** – The CCC uses the historical cost model to measure assets after they are recognised, which means that assets are carried at their acquisition cost less accumulated depreciation and any accumulated impairment losses. The carrying amounts for plant and equipment measured at cost approximate their fair value at reporting date.

**Depreciation Expense** – Property, Plant and Equipment is depreciated on a straight-line basis to allocate the net cost of each asset, less any estimated residual value, progressively over its estimated useful life to the CCC. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the CCC.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity, that is, when the asset is available for use and is operating in the manner intended by management. These assets are then reclassified to the relevant asset class.

Each class of depreciable and intangible assets is depreciated or amortised based on the following useful lives.

#### Plant and Equipment:

Motor Vehicles	2–5 years
Computer Equipment	3–8 years
General and Technical Equipment	3–15 years
Leasehold Improvements	9–18 years

The useful lives of plant and equipment assets were reviewed during the reporting period and adjusted where necessary.

**Note 10: Property, Plant and Equipment (cont'd)**

	2023	2022
	\$'000	\$'000
Motor vehicles:		
At cost	2,107	1,986
Less: Accumulated depreciation	(438)	(445)
	1,669	1,541
Computer equipment:		
At cost	3,195	3,168
Less: Accumulated depreciation	(2,794)	(2,407)
	401	761
General and technical equipment:		
At cost	2,375	2,427
Less: Accumulated depreciation	(1,293)	(1,609)
	1,082	818
Leasehold improvements:		
At cost	15,346	15,175
Less: Accumulated depreciation	(13,396)	(12,814)
	1,950	2,361
Work in Progress		
At cost	287	482
<b>Total</b>	<b>5,389</b>	<b>5,963</b>

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2022–23**

**Note 10: Property, Plant and Equipment (cont'd)**

**Property, Plant and Equipment Reconciliation**

	Motor vehicles		Computer equipment		General and technical equipment		Leasehold improvements		Work in progress		Total	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Carrying amount at 1 July	1,541	1,326	761	1,265	818	787	2,361	2,973	482	71	5,963	6,422
Acquisitions	942	980	57	56	406	233	139	-	-	482	1,544	1,751
Disposals <sup>1</sup>	(461)	(420)	-	-	-	(1)	-	-	-	-	(461)	(421)
Transfers between classes	-	-	-	-	195	71	-	-	(195)	(71)	-	-
Restoration cost adjustment	-	-	-	-	-	-	32	(4)	-	-	32	(4)
Depreciation <sup>2</sup>	(353)	(345)	(417)	(560)	(337)	(272)	(582)	(608)	-	-	(1,689)	(1,785)
<b>Carrying amount at 30 June</b>	<b>1,669</b>	<b>1,541</b>	<b>401</b>	<b>761</b>	<b>1,082</b>	<b>818</b>	<b>1,950</b>	<b>2,361</b>	<b>287</b>	<b>482</b>	<b>5,389</b>	<b>5,963</b>

<sup>1</sup> Any gain or loss on disposal is recognised at the date of disposal and is the difference between the consideration received and the carrying/book value of the asset at the time.

<sup>2</sup> Depreciation is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive Income.

**Note 11: Right-of-use Assets and Lease Liabilities**

**Accounting Policy:**  
 The CCC has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets, where it is expected to cost less than \$10,000 when new.  
 When measuring the lease liability, the CCC uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the CCC's leases. To determine the incremental borrowing rate, the CCC uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

<b>Right-of-use assets</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
Opening balance 1 July	309	618
Lease addition	951	-
Less: Accumulated depreciation	(315)	(309)
<b>Total</b>	<b>945</b>	<b>309</b>

<b>Lease Liability</b>	<b>2023</b>	<b>2022</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Finance lease liability <sup>1</sup>	300	330
<b>Total</b>	<b>300</b>	<b>330</b>
<b>Non-Current</b>		
Finance lease liability <sup>1</sup>	668	-
<b>Total</b>	<b>668</b>	<b>-</b>

<sup>1</sup> The CCC entered into a three-year office accommodation lease extension on 25 November 2022 for the period of 1 July 2023 to 30 Jun 2026. The CCC re-valued its lease liability and Right-of-Use (RoU) asset under AASB 16 for the extension of lease.

**Maturity analysis**

The following table shows the undiscounted value for CCC lease liabilities

	<b>Payable in</b>							
	<b>&lt; 1 year</b>		<b>1–5 years</b>		<b>&gt; 5 years</b>		<b>Total</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Lease liability</b>	<b>331</b>	<b>332</b>	<b>693</b>	-	-	-	<b>1,024</b>	<b>332</b>

**Note 12: Payables**

**Accounting Policy:**

**Payables** – The CCC recognises creditors upon receipt of the goods or services and are measured at the agreed purchase price or contract price including any trade and other discounts when goods and services ordered are received. Amounts owing are unsecured and are generally settled on 30-day terms. While these are generally settled on 30-day terms, due to COVID-19 the CCC is currently paying its suppliers on zero-day payments terms.

	2023 \$'000	2022 \$'000
<b>Contractual Payables</b>		
Creditors	838	1,246
Queensland Police Service	1,361	1,407
	<b>2,199</b>	<b>2,653</b>
<b>Statutory Payables</b>		
Payroll Tax	122	115
Superannuation	-	-
Fringe Benefits Tax	30	30
	<b>152</b>	<b>145</b>
<b>Total</b>	<b>2,351</b>	<b>2,798</b>

**Note 13: Accrued Employee Benefits\***

	2023 \$'000	2022 \$'000
Wages outstanding	49	77
Annual leave levy payable	716	723
Long service leave levy payable	183	180
Employee entitlement <sup>1</sup>	-	320
<b>Total</b>	<b>948</b>	<b>1,300</b>

\* Refer Note 3 for employee expenses accounting policy

<sup>1</sup> Employee entitlements are payments due to a group of current and former casual employees that are employed under the Queensland Public Service Officers and Other Employees Award – State 2015 and State Government Entities Certified Agreement 2019 that have been identified to have not received their full entitlements in 2021-22. These employees had been paid under their agreement, but an inadvertent award interpretation issue meant they did not receive their full entitlements under the award. The CCC has paid all entitlements owed in full, with interest in 2022-23.

**Note 14: Provisions**

**Accounting Policy:**

**Recognition and Measurement** – Provisions are recorded when the CCC has a present obligation, either legal or constructive, as a result of a past event, and the amount of the provision can be reliably measured. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period.

The provision for restoration costs relate to clauses in lease agreements for office accommodation which require the CCC to restore a leased premises at the completion of the lease. As the settlement of the obligation is expected after 12 or more months, the provision has been discounted to reflect the present value of these obligations using a rate that reflects current market assessments and risks specific to the liability. The finance costs relate to unwinding of the discount on the provision.

	2023 \$'000	2022 \$'000
Restoration costs	257	219
<b>Total</b>	<b>257</b>	<b>219</b>

	2023 \$'000	2022 \$'000
<b>Movements in provisions</b>		
<b>Restoration Costs</b>		
Balance at 1 July	219	222
Provision adjustment	32	(4)
Finance Costs	6	1
<b>Balance at 30 June</b>	<b>257</b>	<b>219</b>

### Note 15: Commitments for Expenditure

Commitments for future expenditure include capital commitments and material expenditure commitments arising from contracts. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the statement of financial position. Commitments at reporting date are disclosed at their nominal value inclusive of anticipated GST and are payable as follows:

	Property Rentals <sup>1</sup>		Capital Expenditure		Total Commitments	
	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
Not later than one year	4,166	3,560	16	63	4,182	3,623
Later than one year and not later than five years	9,006	11,445	-	-	9,006	11,445
<b>Total</b>	<b>13,172</b>	<b>15,005</b>	<b>16</b>	<b>63</b>	<b>13,188</b>	<b>15,068</b>

<sup>1</sup> Property rentals for office accommodation are non-cancellable and have a renewal option that is exercisable at market prices. Lease payments are generally fixed, and no lease arrangements create restrictions on other financing transactions.

### Note 16: Contingencies

#### Accounting Policy:

**Recognition** – Contingent assets and liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

#### Litigation in progress

As at 30 June 2023, 25 cases (2022: 24 cases) were ongoing before various courts, naming the CCC as either an applicant or respondent:

	2023 Number of Cases	2022 Number of Cases
Court of Appeal/High Court	1	1
Supreme Court	3	2
District Court	1	1
Magistrates Court	-	1
Queensland Industrial Relation Commission (QIRC)	1	-
Queensland Civil and Administrative Tribunal (QCAT)	19	19
<b>Total</b>	<b>25</b>	<b>24</b>

It is not possible to make a reliable estimate of the final costs, if any, that could be recovered or payable from these cases at this time.

## Note 17: Financial Instruments

<p><b>Accounting Policy:</b></p> <p><b>Recognition –</b> Financial assets and financial liabilities are recognised in the Statement of Financial Position when the CCC becomes party to the contractual provisions of the financial instrument.</p> <p><b>Classification and Measurement –</b> Financial instruments are classified and measured as follows:</p> <p><b>Financial Assets:</b> Cash and cash equivalents – held at fair value through profit and loss Contractual Receivables – held at amortised cost</p> <p><b>Financial Liabilities:</b> Contractual Payables – held at amortised cost Lease Liabilities – held at amortised cost</p>
--

### (a) Categorisation of Financial Instruments

The CCC has the following categories of financial assets and financial liabilities:

	Note	2023 \$'000	2022 \$'000
<b>Financial assets</b>			
Cash and cash equivalents	7	25,215	18,895
Contractual receivables		757	768
<b>Total</b>		<b>25,972</b>	<b>19,663</b>
<b>Financial liabilities</b>			
Contractual payables	12	2,199	2,653
Lease liabilities	11	968	330
<b>Total</b>		<b>3,167</b>	<b>2,983</b>

### (b) Financial Risk Management

The CCC's activities expose it to a variety of financial risks — interest rate risk, credit risk, liquidity risk and market risk. The CCC provides written principles for overall risk management as well as policies covering specific areas. These policies focus on the financial performance of the CCC. All financial risk is managed by the Corporate Services Division under policies approved by the Commission.

**Note 17: Financial Instruments (cont'd)**

**(b) Financial Risk Management (cont'd)**

***Credit Risk Exposure***

Credit risk exposure refers to the situation where the CCC may incur financial loss as a result of another party to a financial instrument failing to discharge its obligation. The CCC monitors exposure to credit risk on an ongoing basis.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment. The CCC manages credit risk by ensuring that it invests in secure assets and monitors all funds owed on a regular basis. The following table represents the CCC's maximum exposure to credit risk based on contractual amounts net of any allowances:

<i>Category:</i>	Maximum Exposure to Credit Risk	Note	2023 \$'000	2022 \$'000
<b>Financial Assets</b>				
Contractual receivables			757	768
<b>Total</b>			<b>757</b>	<b>768</b>

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired.

The CCC did not have any financial assets that were past due but not impaired in the current or previous period.

***Liquidity Risk***

Liquidity risk refers to the situation where the CCC may encounter difficulty in meeting obligations associated with these financial liabilities that are settled by delivering cash or another financial asset.

The CCC manages liquidity risk by ensuring the CCC has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that sufficient levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities. The following table sets out the liquidity risk of financial liabilities held by the CCC.

		Payable in							
		< 1 year		1–5 years		> 5 years		Total	
		2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000	2023 \$'000	2022 \$'000
<b>Financial liabilities</b>									
Contractual Payables	12	2,199	2,653	-	-	-	-	2,199	2,653
Lease liabilities	11	300	330	668	-	-	-	968	330
<b>Total</b>		<b>2,499</b>	<b>2,983</b>	<b>668</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,167</b>	<b>2,983</b>

**Note 17: Financial Instruments (cont'd)**

**(b) Financial Risk Management (cont'd)**

**Market Risk**

Market risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

The CCC does not trade in foreign currency. It manages price risk and interest rate risk through its liquidity management strategy and by ensuring that expenditure is within funding levels.

Exposure to interest rate risk is limited to cash assets bearing variable interest rates. The CCC minimises risk by investing in secure short-term investments, mainly fixed term deposits, in accordance with Part 6 of the *Statutory Bodies Financial Arrangements Act 1982*.

**(c) Fair Value**

The fair value of receivables and payables is the transaction cost or the face value. The CCC considers that the carrying amount of receivables and payables represent fair value at the balance date because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

**Note 18: Trust Transactions and Balances**

**Operational Activities**

The CCC undertakes certain trustee transactions on behalf of individuals as a result of operational activities. As the CCC acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed separately under this note.

At 30 June 2023, the CCC held \$106,510 (2022: \$420,560) in a trust bank account as a result of operational activities.

**Note 19: Explanation of Major Variances**

**Note 19A: Explanation of Major Variances – Statement of Comprehensive Income**

<i>Grants and other contributions:</i>	The increase of \$1.385M is due to the impact of \$0.950M to implement the recommendations from the Commission of Inquiry and \$0.435M from the whole of government wage policy adjustment.
<i>Interest:</i>	The increase of \$0.843M is due to interest rate increases across 2022-23.
<i>Employee expenses:</i>	The decrease of \$2.832M is due to increased employee vacancies in a tight labour market.
<i>Supplies and services:</i>	The decrease of \$1.182M is mainly due to reduced expenditure as a result of increased employee vacancies due to market pressures and reduced operating expenditure as a result of capacity issues.
<i>Depreciation and amortisation:</i>	The decrease of \$0.245M is due to asset useful life extensions and minor delays in the completion of asset updates.
<i>Operating results from continuing operations:</i>	The \$6.431M surplus is a result of increased employee vacancies due to labour market pressures and reduced operating expenditure as a result of capacity issues.

**Note 19B: Explanation of Major Variances – Statement of Financial Position**

<i>Cash and cash equivalents:</i>	The increase in cash assets of \$6.605M is primarily due to the operating surplus of \$6.431M and limited capital spend.
<i>Property, plant and equipment:</i>	The decrease of \$0.624M is due to reduced depreciation expenses and replacement of property, plant and equipment deferred to future years.
<i>Right-of-use assets:</i>	The increase of \$0.944M is due to extension of property lease for a further three years.
<i>Lease liabilities:</i>	The increase of \$0.300M in current lease liability and \$0.668M in non current lease liability is due to extension of property lease for a further three years.
<i>Accrued employee benefits:</i>	The decrease of \$0.345M is primarily due to payment made in 2022-23 for entitlements owed to current and former casual employees (See Note 13).

**Note 19C: Explanation of Major Variances – Statement of Cash Flows**

<i>Grants and other contributions:</i>	The increase of \$1.220M is mainly due to the impact of \$0.950M to implement the recommendations from the Commission of Inquiry and wage adjustments.
<i>Interest receipts:</i>	The increase of \$0.763M is due to interest rate increases across 2022-23.
<i>Employee expenses:</i>	The decrease of \$2.534M is due to increased employee vacancies in a tight labour market.
<i>Supplies and services</i>	The decrease of \$0.332M is due to reduced expenditure as a result of increased employee vacancies due to market pressures and reduced operating expenditure as result of capacity issues.
<i>Sales of property, plant and equipment:</i>	The increase of \$0.375M is due to higher than anticipated gains on the sale of motor vehicles.

CRIME AND CORRUPTION COMMISSION  
Management Certificate for the year ended 30 June 2023

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements in relation to the establishment and keeping of accounts and for establishing and maintaining the statutory body's resource management systems have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Crime and Corruption Commission for the financial year ended 30 June 2023 and of the financial position of the Commission at the end of that year; and

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Bruce Barbour  
Chairperson  
Crime and Corruption Commission  
Date: 28 August 2023



Jen O'Farrell  
Chief Executive Officer  
Crime and Corruption Commission  
Date: 28 August 2023



Paul Bracegirdle  
Chief Finance Officer  
Crime and Corruption Commission  
Date: 28 August 2023

## INDEPENDENT AUDITOR'S REPORT

To the Chairperson of the Crime and Corruption Commission

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of the Crime and Corruption Commission (the 'Commission').

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2023 and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of the entity for the financial report

The Commission is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Commission determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Commission is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of forming an opinion on the effectiveness of the entity's internal controls, but allows me to form an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of material accounting policy information used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commission regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

## Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2023:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

## Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



28 August 2023

Lisa Fraser  
as delegate of the Auditor-General

Queensland Audit Office  
Brisbane

---

# Appendices

Appendix A – List of recommendations arising from external inquiries and reviews for which the CCC has direct responsibility 121

---

Appendix B – Glossary of terms 125

---

Appendix C – Compliance checklist 126

---

---

# Appendix A | List of recommendations arising from external inquiries and reviews for which the CCC has direct responsibility

## Fitzgerald/Wilson Inquiry

### Completed – 10 recommendations

**Recommendation 8:** The Executive Director Corruption Operations be transitioned to a civilian position as soon as possible.

**Recommendation 12:** A dedicated position — a Training and Development Officer — be created by the CCC to coordinate enhanced induction and ongoing training activities.

**Recommendation 14:** The Queensland Government adequately resource the CCC to implement the Training Strategy and Plan and to employ a Training and Development Officer on a permanent basis.

**Recommendation 15:** The current Corruption Strategy, Prevention and Legal unit of the Corruption Division be split into two separate units — Corruption Legal; and Corruption Strategy and Prevention — and each unit be led by an Executive Director.

**Recommendation 17:** The Executive Director of the Corruption Strategy and Prevention unit have the appropriate skills and experience to deliver the functions of the new unit including proven experience or expertise in the public sector, particularly in public administration and integrity.

**Recommendation 18:** The Queensland Government adequately resource the CCC to establish the new Corruption Strategy and Prevention unit.

**Recommendation 19:** The CCC establish an executive director-level governance group within the Corruption Division to oversee corruption investigations. The governance group will report to the Executive Leadership Team, be chaired by the Senior Executive Officer (Corruption) and include (at a minimum) the executive directors of the four business units of the Corruption Division.

**Recommendation 20:** The CCC enhance the role of the current director-level governance group within the Corruption Division in overseeing corruption investigations and ensure it reports to the executive director-level governance group.

**Recommendation 22:** A dedicated position — a Policy and Procedure Officer — be created by the CCC to centralise, coordinate, and implement the continued review and improvement of the CCC's operational policies and procedures.

**Recommendation 23:** The Queensland Government adequately resource the CCC to employ a Policy and Procedure Officer on a permanent basis.

## In progress – 15 recommendations

**Recommendation 2:** Police officers who are seconded to the CCC retain their police powers as per section 174 and 255 of the *Crime and Corruption Act 2001*.

**Recommendation 3:** The current secondment arrangements between the QPS and the CCC be amended to provide the CCC with adequate and appropriate flexibility over the mix of job positions, skills, and experience within the ‘CCC Police Group’.

**Recommendation 5:** The Memorandum of Understanding between the CCC and the QPS be amended to reflect the need for the CCC to have adequate and appropriate flexibility over the mix of job positions, skills and experience within the CCC Police Group.

**Recommendation 6:** The adequacy of the CCC’s current organisational culture in safeguarding against the risk of institutional capture form part of the external review planned by the CCC in response to Recommendation 4 of Report No. 108 of the PCCC

**Recommendation 7:** The CCC transition to a predominantly civilianised model for its Corruption Division and only retain the number of seconded police officers required at and below director-level to ensure there are effective and efficient corruption investigations.

**Recommendation 9:** With a view to implementing recommendation 7 over the next five years, the CCC and the QPS jointly review each seconded police officer position within the Corruption Division at or before the conclusion of the secondment period for each of these positions.

**Recommendation 11:** The CCC ensure investigators assigned to corruption matters are adequately and appropriately inducted on commencement at the CCC and are provided with ongoing training to equip them to investigate corruption effectively.

**Recommendation 13:** The CCC devise and implement a Training Strategy and Plan to enhance the skills of all investigators assigned to corruption investigations which includes, where necessary, external training.

**Recommendation 16:** The new Corruption Strategy and Prevention unit is to ensure a corruption prevention and policy perspective informs all corruption investigations.

**Recommendation 21:** The CCC continue to review and improve its operational policies and procedures to ensure they are clear, concise, consistent, and easy to understand.

**Recommendation 24:** The CCC work with the Director of Public Prosecutions to develop a process for conducting post-prosecution reviews.

**Recommendation 25:** The *Crime and Corruption Act 2001* be amended as necessary to give effect to the following changes: a. Other than in exceptional circumstances, before a charge is laid by a seconded police officer during, or following, a corruption investigation, the CCC must seek the opinion of the Director of Public Prosecutions concerning whether a charge may properly be brought having regard to the two-tier test in the Director’s Guidelines. b. Notwithstanding any other law or any other provision of the *Crime and Corruption Act 2001*, if the Director of Public Prosecutions advises that a charge should not be brought, the seconded police officer must not charge contrary to that advice. c. If the Director of Public Prosecutions advises a charge may properly be brought and a decision is made by the seconded police officer not to charge, the CCC must report to the PCCC and the Parliamentary Commissioner about the decision made. d. If, because of exceptional circumstances, charges are laid without the Director of Public Prosecutions having first provided its opinion on whether charges may properly be brought, the CCC must, as soon as reasonably practicable, report to the Director of Public Prosecutions in relation to the charge laid and obtain the Director of Public Prosecutions’ opinion about the soundness of the decision to charge.

**Recommendation 26:** The CCC and the Director of Public Prosecutions develop a Memorandum of Understanding outlining the practices and procedures for the referral of matters and the provision of advice, including timeframe.

---

**Recommendation 31:** The CCC must report regularly and progressively to the Minister about the implementation and delivery of the recommendations.

**Recommendation 32:** The CCC must report regularly and progressively to the PCCC and the Parliamentary Commissioner about the implementation and delivery of the recommendations.

#### Noted but not yet commenced – 4 recommendations

**Recommendation 4:** The CCC and the QPS jointly review the mix of job positions, skills and experience within the CCC Police Group at least once every two years with a view to ensuring the composition of the CCC Police Group reflects the CCC's operational needs and priorities.

**Recommendation 10:** The joint review process be documented in the existing Memorandum of Understanding between the CCC and the QPS and include principles to guide the review process, including: a. the need for the CCC to increase its civilian investigator capability, and b. the benefits of retaining a proportion of seconded police officers in the division for the purpose of exercising policing powers and contributing to investigations where criminal investigation expertise is required.

**Recommendation 27:** The CCC report to the Minister regarding the arrangement for the provision of advice by the Director of Public Prosecutions to the CCC, and about the effectiveness and utility of the Memorandum of Understanding, including timeframes and timeliness of the advice provided by the Director of Public Prosecutions.

**Recommendation 28:** The CCC report to the PCCC and the Parliamentary Commissioner on the effectiveness and utility of the Memorandum of Understanding, including timeframes and timeliness of the advice provided by the Director of Public Prosecutions.

#### Noted – 1 recommendation

**Recommendation 1:** The use of seconded police officers by the CCC is appropriate and should continue (subject to recommendations below).

### Five-Year Review 2021

#### Completed – 1 recommendation

**Recommendation 11:** The CCC produce easily accessible material to assist in the education of persons (and their legal representatives) participating in coercive hearings.

#### In progress – 4 recommendations

**Recommendation 6:** The CCC and the QPS update their practices and procedures in regards to public reporting associated with the charging, or investigating, of police officers, to ensure that the outcome is also subject to public reporting, in circumstances where the police officer is cleared of the publicly reported allegations.

**Recommendation 7:** The secretariat functions for the Commission for Police Service Review are transferred from the CCC to another appropriate entity, separate from the QPS.

**Recommendation 23:** The CCC and the Queensland Parliament (through the Speaker of the Legislative Assembly) consider the development and implementation of an information sharing protocol for the dissemination of information held by the CCC that may be relevant to the Parliament in respect of the conduct of Members of Parliament.

**Recommendation 29:** The CCC develop and deliver additional [*corruption prevention*] training and educational material.

## Noted – 2 recommendations

**Recommendation 26:** There be an ongoing dialogue between the CCC and relevant Queensland and Commonwealth authorities to ensure all possible forms of foreign influence or interference are subject to scrutiny and investigation by relevant agencies.

**Recommendation 30:** The CCC engage with the Department of Justice and Attorney-General if issues regarding application of the *Human Rights Act 2019* arise, to ensure the CCC's powers are not inadvertently undermined.

## DFV Inquiry

### Noted but not yet commenced – 2 recommendations<sup>5</sup>

**Recommendation 70:** The CCC engage external experts in, or those with experience of, civilian control models to assist in the development and implementation of the Police Integrity Unit up until it becomes operational.

**Recommendation 71:** The CCC, in consultation with the QPS, report to the PCCC, and the Premier, or the Attorney-General in support of the Premier, on the implementation plan milestones every three months until the Police Integrity Unit is fully operational.

*See page 26–28 for more information regarding these recommendations.*

<sup>5</sup> These recommendation will only impact the CCC if the Queensland Government supports the establishment of an independent Police Integrity Unit to be housed within the CCC, as proposed through the following recommendations:

- **Recommendation 68:** Within 18 months, the Queensland Government establish the Police Integrity Unit as an independent and separate unit of the CCC to deal with all complaints in relation to police. The Police Integrity Unit must, at a minimum: • be led by a Senior Executive Officer who is a civilian • provide for whistleblower protections • include a victim advocate • include identified positions for First Nations staff in the intake and victim advocacy teams • include civilian investigators, and transition to a predominately civilianised model as soon as possible • implement an adequate complaints management system, including fit for purpose data collection and reporting, including providing for aggregate trends analysis • publicly report annually on activities and outcomes.
- **Recommendation 69:** Within three months of acceptance of Recommendation 67, the Queensland Government create and publish an implementation plan which clearly identifies timeframes for key implementation activities, with a view to the Police Integrity Unit being fully operational within 12 months of acceptance.

## Appendix B | Glossary of terms

ACIC	Australian Criminal Intelligence Commission	ICP	Investigation Consultation Process
ADW	Analytics Data Warehouse	IPNDe	Integrated Public Number Database
AFP	Australian Federal Police	JAMC	Joint Assessment and Moderation Committee
ARMC	Audit and Risk Management Committee	MHFA	Mental Health First Aid
ARRs	<i>Annual report requirements for Queensland Government agencies (2022–23 reporting period)</i>	NACIN	National Anti-Corruption Investigator Network
ATO	Australian Taxation Office	NAIDOC	National Aborigines and Islanders Day Observance Committee
AUSTRAC	Australian Transaction Reports and Analysis Centre	NIN	National Intelligence Network
BMC	Budget Management Committee	NSW	New South Wales
CCC	Crime and Corruption Commission	ODPP	Office of the Director of Public Prosecutions
CEO	Chief Executive Officer	OMCG	Outlaw Motorcycle Gang
CMC	Crime and Misconduct Commission	OS&W	Organisational Safety and Wellbeing Committee
CPNQ	Corruption Prevention Network Queensland	PAICE	People, Accountability, Integrity, Courage, Excellence (the CCC values)
Cth	Commonwealth	PCCC	Parliamentary Crime and Corruption Committee
DJAG	Department of Justice and Attorney-General	PDA	Performance and Development Agreement
DWP	Digital Workplace Program	QAO	Queensland Audit Office
eDRMS	Electronic document and records management system	QJAG	Queensland Joint Analyst Group
ELT	Executive Leadership Team	Qld	Queensland
FAA	<i>Financial Accountability Act 2009 (Qld)</i>	QPS	Queensland Police Service
FPMS	<i>Financial and Performance Management Standard 2019 (Qld)</i>	QSA	Queensland State Archives
FTE	Full-time equivalent	TI	<i>Telecommunications Interception Act 2009 (Qld)</i>
IBAC	Independent Broad-based Anti-corruption Commission	TIA	<i>Telecommunications (Interception and Access) Act 1979 (Cth) (TIA Act)</i>
ICAC	Independent Commission Against Corruption	UPA	Units of public administration
ICMS	Integrated Case Management System	VCG	Values and Culture Group

# Appendix C | Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
<b>Letter of compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	4
<b>Accessibility</b>	Table of contents	ARRs – section 9.1	5, 125
	Glossary		
	Public availability	ARRs – section 9.2	2, 4
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	4
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	2
<b>General information</b>	Introductory Information	ARRs – section 10	6–29, 74–80
<b>Non-financial performance</b>	Government’s objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	18–19, 34
	Agency objectives and performance indicators	ARRs – section 11.2	17–19, 21–23, 30–57
	Agency service areas and service standards	ARRs – section 11.3	20–21
<b>Financial performance</b>	Summary of financial performance	ARRs – section 12.1	24–25
<b>Governance – management and structure</b>	Organisational structure	ARRs – section 13.1	12, 59–61
	Executive management	ARRs – section 13.2	59–61, 65–66
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	4, 73
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	56
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	55
	Queensland public service values	ARRs – section 13.6	N/A
<b>Governance – risk management and accountability</b>	Risk management	ARRs – section 14.1	67–68
	Audit committee	ARRs – section 14.2	66
	Internal audit	ARRs – section 14.3	68
	External scrutiny	ARRs – section 14.4	7–9, 26–28, 69,79, 121–124
	Information systems and recordkeeping	ARRs – section 14.5	72–73
	Information Security attestation	ARRs – section 14.6	72
<b>Governance – human resources</b>	Strategic workforce planning and performance	ARRs – section 15.1	52–56, 62–64
	Early retirement, redundancy and retrenchment	<i>Directive No.04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	64
<b>Open Data</b>	Statement advising publication of information	ARRs – section 16	4, 73
	Consultancies	ARRs – section 31.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Overseas travel	ARRs – section 31.2	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Queensland Language Services Policy	ARRs – section 31.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
<b>Financial statements</b>	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	116
	Independent Auditor’s Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	117–119

FAA *Financial Accountability Act 2009*  
 FPMS *Financial and Performance Management Standard 2019*  
 ARRAs *Annual report requirements for Queensland Government agencies*

This page has been left intentionally blank.



## Crime and Corruption Commission

QUEENSLAND

### Contact details

✉ Crime and Corruption Commission  
GPO Box 3123, Brisbane QLD 4001

📍 Level 2, North Tower Green Square  
515 St Pauls Terrace,  
Fortitude Valley QLD 4006

☎ 07 3360 6060 or  
Toll-free 1800 061 611  
(in Queensland outside Brisbane)

📞 07 3360 6333

📧 CCC email updates  
[www.ccc.qld.gov.au/subscribe](http://www.ccc.qld.gov.au/subscribe)

### More information

🌐 [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au)

@ mailbox@ccc.qld.gov.au

🐦 @CCC\_QLD

📘 CrimeandCorruptionCommission

📺 @CCC\_QLD

🌐 [crime-and-corruption-commission-queensland](http://crime-and-corruption-commission-queensland)