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Our vision, purpose and values

Our vision

Safe communities supported by fair and ethical public institutions with an agency focus on those matters of highest threat to the Queensland community.

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 at the CCC.



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.

Key facts and figures

338 full-time equivalent staff

5 corruption audits completed

\$67 M annual budget

141 prevention recommendations made

3435 complaints of suspected
corruption assessed

43 people charged with

173 criminal offences relating to crime
investigations

22 people charged with

112 criminal offences relating to corruption
investigations

178 days of hearings relating to
crime investigations with 194 witnesses examined

42 days of hearings relating to
corruption investigations with 71 witnesses examined

\$8.995 M
proceeds of crime restrained

17 recommendations for disciplinary action
were made from our corruption investigations
relating to 11 people

\$7.181 M
proceeds of crime forfeited to the state

Who we are

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

The Fitzgerald Inquiry recommended the Queensland Parliament establish an independent agency to fight organised crime and corruption to help restore confidence in our public institutions, and to be responsible for Queensland's witness protection program. Since that time, the presence of an independent Commission dedicated to fighting organised crime and corruption has been a constant in Queensland public life.

Although there have been a number of iterations of the Commission since 1989, the core work of the Commission has essentially remained the same.

Today's CCC investigates major crime and corruption, has oversight of both the police and the public sector, recovers the proceeds of crime and protects witnesses.

Our work includes:

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

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

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

Our organisational structure



A detailed breakdown of staff by division is provided on page 68.

Our stakeholders and partners

The CCC works closely with state, national and international law enforcement and anti-corruption agencies in combating major crime and corruption. Partnership arrangements can include:

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

Queensland

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

New South Wales

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

Victoria

- Independent Broad-based Anti-corruption Commission

Tasmania

- Integrity Commission

South Australia

- Independent Commissioner Against Corruption
- Office for Public Integrity

Western Australia

- Corruption and Crime Commission

Northern Territory

- Independent Commissioner Against Corruption

Commonwealth Agencies

- Australian Commission for Law Enforcement Integrity
- Australian Criminal Intelligence Commission
- Australian Federal Police
- Australian Border Force
- Australian Taxation Office
- Australian Transaction Reports and Analysis Centre

How we work

Our crime function

The CCC may investigate major crime, undertake intelligence operations into the suspected criminal activities of criminal organisations and their participants, and take action to confiscate the suspected proceeds of serious crime related activity and assets of serious drug offenders. 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.

Our major crime jurisdiction is limited to matters described in Referrals made or Authorities approved by our Crime Reference Committee which may be specific in relation to a particular incident of major crime or may be general in nature, or may concern the purposes for which an intelligence operation may be undertaken.

Our proceeds of crime confiscation jurisdiction concerns non-conviction based civil confiscation and serious drug offender confiscation.

Our civil confiscation jurisdiction involves a scheme under which property can be restrained on the basis of a

reasonable suspicion of someone having engaged in serious crime related activity. The ultimate forfeiture of the property to the State may be achieved by court-ordered forfeiture, by way of proceeds assessment or an unexplained wealth order.

Our serious drug offender confiscation jurisdiction involves confiscating the assets of a person where a court has made a serious drug offender confiscation order against them because they were convicted of a specific qualifying offence. Assets may be confiscated in these circumstances, even where the assets may have been lawfully acquired.

We concentrate our efforts on working in cooperation with the QPS and other agencies, where without our involvement, the appropriate response or outcome could not otherwise be achieved.

Our primary aims as an agency are ensuring we do not duplicate other law enforcement efforts, we meet community expectations about the nature and quality of the work we do, and are able to demonstrate distinct and measurable value for that contribution.

Our powers

Coercive powers

The CCC can hold coercive hearings, compelling witnesses to attend where they must respond to questions, even if the answer is self-incriminating. Our coercive hearings power allows us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as enhance law enforcement's awareness of organised crime involvement in criminal activity. Hearings are conducted with strong protections placed on information gained through the use of these powers.

The CCC also has the power to compel people or agencies to produce records or other items. These powers are used extensively in corruption investigations, financial investigations into organised crime and money laundering, and confiscation investigations.

Power to conduct a public inquiry

When we identify 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 findings and recommendations than can be achieved in a normal investigation.

Limits to our powers

The CCC cannot determine guilt or discipline anyone. Police officers seconded to the CCC can charge people in both crime and corruption investigations before the matters are progressed by prosecuting authorities in the courts.

Our corruption function

The CCC investigates reports of corrupt conduct — in particular, more serious or systemic corrupt conduct — affecting Queensland public sector agencies (also referred to as units of public administration). This corrupt conduct can come in many forms but involves using influence, information, funds or property for personal gain.

Complaints and allegations (including notifications from units of public administration) are the principal starting point for most CCC investigations and they can also be a significant indicator of emerging corruption risks and issues across the public sector. A complaint can often consist of multiple allegations.

Complaints can be referred to an agency when, for example, the agency has capacity to investigate the complaint or another agency, such as the QPS, is actively investigating related criminal offences or is better equipped to investigate the criminal conduct. Complaints may also be referred to agencies that have jurisdiction to deal with the matter under their own statutory framework.

During an investigation, the CCC may discover patterns of behaviour, out-of-date policies or ineffective legislation and can undertake prevention activities to implement change and educate the public sector and the public.

Prevention is a key tool in reducing corruption, and a fundamental focus of the CCC. A considered approach to prevention ensures that we respond to emerging issues while proactively encouraging the highest commitment to ethical behaviour across the Queensland public sector at all times. We recognise that prevention is everybody's responsibility and undertake a range of prevention activities to engage with stakeholders including police officers, public sector agencies and the wider community.

The CCC takes a collaborative approach when engaging with stakeholders about corruption prevention, ensuring we get the right message to the right people at the right time. In addition to undertaking public sector agency audits in areas of high risk and producing advisory material to highlight areas of concern, the CCC undertakes a range of research and prevention initiatives to assist public sector agencies to develop policies and strategies to address corruption risks.

The CCC's agile resourcing model also allows the flexibility to respond to emerging matters outside our strategic areas of focus so that we can quickly address matters of high risk or significant public interest. In some cases, these emerging issues will form the basis of an area of focus for subsequent years or become a focus within the next CCC Audit Plan.

Our prevention work, which includes specific publications and audits, encourages ongoing commitment to ethical behaviour and transparency across the entire public sector. We regularly review our corruption complaints data and the insights obtained from our audits to identify trends and areas of vulnerability, and reprioritise accordingly. The CCC also shares lessons learnt from our assessments, investigations and audits to help raise public sector awareness of emerging or persistent issues.

Message from the Chairperson

I am pleased to present the 2019–20 Annual Report for the Crime and Corruption Commission. During the past year, the CCC has achieved excellent progress towards our vision for safe communities supported by fair and ethical public institutions, with an agency focus on those matters of highest threat to the Queensland community. Pleasingly, there have also been significant legislative changes in response to recommendations made by the CCC arising from our efforts in key focus areas in recent years.

Encouraging reform in local government

As the financial year came to a close, the *Electoral and Other Legislation (Accountability, Integrity and Other Matters) Amendment Act 2020* was passed by the Queensland Legislative Assembly on 18 June 2020. This legislation is part of continuing government reforms to implement recommendations from the CCC's Operation Belcarra report, released in October 2017, containing 31 recommendations to strengthen transparency and integrity in local governments in Queensland. The Act creates new obligations for candidates, councillors, donors and the Electoral Commission of Queensland, including new and clarified conflicts of interest requirements, and forms the basis of a more stringent regulatory framework.

In keeping with our continued focus on this sector, this year the CCC undertook several investigations into local governments including an investigation into allegations of corrupt conduct relating to senior employees and councillors at the Gold Coast City Council (Operation Yabber). While no criminal charges resulted from this investigation, the CCC recommended stricter governance around the role and performance of political advisors appointed to local councils, including amendments to the *Local Government Act 2009*.

With local government elections held in March 2020, the CCC took the opportunity to deliver various activities aimed at reducing corruption risks, including prevention initiatives targeted at newly elected councillors. In March 2020, I joined the Electoral Commissioner, Independent Assessor and Integrity Commissioner to call for the 2020 local government elections to be #FairForAll and urged candidates to run fair, honest, transparent and legal campaigns.

In May 2020, I again partnered with the Integrity Commissioner and the Independent Assessor to provide newly elected and returning councillors and mayors with information to assist them to understand the roles and functions of the three agencies, and the obligations they have as elected officials. Due to COVID-19 restrictions the information session was held by webinar. It is encouraging that approximately 160 people from councils across Queensland tuned into the 90-minute session. The CCC also prepared a module for an online training program coordinated by the Department of Local Government, Racing and Multicultural Affairs for newly elected councillors.

Investigating elected officials

This year the CCC also undertook an investigation into allegations that the then Deputy Premier interfered in a Department of Education recruitment process to select the principal for the new Inner City South State Secondary College. As I have previously stated, the CCC identified some very concerning and disappointing practices during this investigation. The CCC's report, *An investigation into allegations relating to the appointment of a school principal*, was tabled in the Queensland Parliament on 2 July 2020 and highlights systemic failures of governance, transparency and accountability in the Department of Education.

Focusing on misuse of information

We also continued our focus on the misuse of information in the public sector. In February 2020, the CCC's report, *Operation Impala – A report on misuse of confidential information in the Queensland public sector*, was tabled in Parliament. The report is based on the findings of a public hearing the CCC conducted in November 2019 to examine how effectively the public sector agencies responsible for police, health, transport and main roads, education and corrective services safeguard the confidential information provided to them by members of the public. The CCC made 18 recommendations designed to ensure that Queenslanders' confidential information is less vulnerable to inappropriate access by staff of public sector agencies. This includes a recommendation for a new criminal offence for public servants who access confidential information without a lawful reason.

Police discipline reform

The *Police Service Administration (Discipline Reform) and Other Legislation Amendment Bill 2019* is another important legislative reform passed in Parliament this year. Last year I reported the new police discipline system was being trialled whilst awaiting changes to the legislative framework. With the new legislation now in effect, I remain confident that we will see more streamlined police disciplinary investigations, faster and more consistent outcomes being delivered, and enhanced CCC oversight of the QPS. I believe the reforms will deliver a fairer and more efficient system, which is in the best interests of everyone involved.

Fighting major crime

The CCC has continued to implement recommendations arising from our review of our major crime strategy last year, most notably with the development of a Matter Prioritisation Model. This model will assist in the assessment and prioritisation of requests from our stakeholders to undertake major crime investigations and confiscation action.

In terms of operational results, we have continued to see excellent results with 43 people charged with 173 criminal offences in relation to the CCC's crime investigations. As you will note in this report, the CCC's coercive hearings powers have been utilised to advance a number of complex and unresolved major crime investigations, in particular, to assist the QPS to progress investigations into homicides and crimes against children.

Building stakeholder engagement

To mark International Anti-Corruption Day in December 2019, we released a video to illustrate that crime and corruption "does not pay"; but rather, engaging in corrupt activity can have very real and devastating impacts on an individual's life. The video, *Carl Wulff – The Inside Story*, was filmed inside Arthur Gorrie Correctional Centre while the former Chief Executive Officer (CEO) of Ipswich City Council was on remand, awaiting sentencing. I am encouraged by the CCC's efforts to find new and innovative ways such as this prevention initiative to better inform, educate and empower our stakeholders and look forward to placing an even greater emphasis on engaging with stakeholders in the coming year.

Recognising our people

In what was a year that will forever be marked by the COVID-19 pandemic, I wish to recognise the professionalism and maturity of CCC staff. It is the dedication and commitment of our staff to their work that has enabled us all to continue delivering our essential services to Queenslanders.

Looking ahead

In the year ahead we will continue building our investigative capabilities through the delivery of our CCC Futures Workforce, Digital and Insights strategies. A focused investment in our people and their resources strengthens our ability to understand and respond to new challenges.

As an agency we value the importance information plays in understanding our operating environment. We leverage the insights gained through our research and intelligence work to develop strategies to keep us responsive in an increasingly interconnected and digital environment. In 2020–21, we will be looking more closely at our proceeds of crime work through research to measure the disruptive impacts of our proceeds of crime actions. We are also looking forward to scheduled amendments to the Criminal Proceeds Confiscation Regulation 2013 which will strengthen the provisions and improve our capability to capture large cash seizures under the *Criminal Proceeds Confiscation Act 2002*.

In the coming year the Parliamentary Crime and Corruption Commission (PCCC) will undertake their five-yearly review of the CCC's performance, functions and powers. We look forward to working with the PCCC on this important aspect of oversight of the CCC.

These projects, along with our broader focus on capability development, will assist us in focusing on those crime and corruption threats of greatest impact and harm to the Queensland community.

It gives me great pleasure to present the CCC Annual Report. Accountability for our performance is vital to achieving our purpose to promote integrity within our public institutions and combat major crime and corruption. Our Annual Report enables transparency by outlining our progress against the long-term objectives in the CCC Strategic Plan 2019–23 and shorter-term areas of focus for 2019–20.

Alan MacSporran QC
Chairperson

Message from the CEO

This year has been an opportunity for our organisation to test our flexibility, innovation and resilience against the unprecedented challenge of COVID-19. Our maturing digital capabilities and the professionalism of our staff enabled us to continue to deliver services to the people of Queensland in truly challenging circumstances and lend our support toward the overall government response to the pandemic. I am proud of the way our staff responded during these uncertain times.

Continuing our transformational journey

The backbone of our ability to respond to this challenge was the completion of the final stage of our organisational transformation journey in October 2019 (CCC Transform). The simplified, capability-focused, service-led structure enabled our operational areas to focus on our core business, enabled by our corporate, strategic and transformative capabilities. The capabilities delivered by our Digital Workplace Program (DWP) allowed the CCC to rapidly roll out additional mobile devices, new software to enable collaboration and training to enable the majority of staff to work remotely by April 2020.

Our strategic approach

The next stage of the CCC's transformation is now underway. The CCC Futures program is guiding the development of key organisational capabilities that will evolve our business in order to improve service delivery, increase efficiency and effectiveness, and better achieve our organisational objectives.

This year, we focused on our Workforce, Digital, and Insights strategies. Together, the three strategies will create an engaged workforce with the digital tools they need to make efficient insights-driven decisions. Each of the strategies include roadmaps that will guide our program of work over the next five years.

Investing in our people

In the past year the CCC has continued to invest in our people to develop the critical capabilities we need to serve the people of Queensland. Our areas of focus have been developing leaders at all levels, using digital technology, analytics and workforce planning. We have also continued our internal programs to promote career development and support mobility within the organisation to give our specialists the opportunity to practise their skills across other contexts.

Our workforce remains strongly engaged with the vision, purpose and work of the CCC. The results of the Working for Queensland survey have created a dialogue between leaders and their teams about how to best empower employees and support their work/life balance. I am encouraged that the strongest results from the survey are reflective of the relationships within teams (85 per cent positive) and with their leaders (77 per cent positive) as they continue to learn from and support each other.

The new Workforce Strategy developed this year provides a roadmap for future investments in our people. This is not just from a capability perspective, but also considering the employee experience and ensuring that we deliver on our employee value proposition. It puts our people at the heart of everything we do and continues our commitment to their development, growth and wellbeing.

Enhancing our systems, data and digital capabilities

Our ambitious program of work to deliver enhanced systems, and data and digital capabilities continued in 2019–20.

Our multi-year Digital Workplace Program supports our agency's move towards an "as-a-service" model and a more stable and secure digital environment. This year we transitioned traditional services to a cloud environment and created five new cloud environments for future digital applications. In line with our commitment to improving the stakeholder experience, we delivered a new website to provide a contemporary digital experience that empowers, educates, and informs our stakeholders on the work of the CCC.

We also developed and implemented a digital Governance, Risk and Compliance (GRC) system to facilitate greater oversight of governance, risk and compliance functions. In 2020–21, we will commence a program of work to enhance the system, including enabling workflows for compliance obligations and policy approvals.

We continued to deliver Program Unify, a significant program of work which will improve our efficiency and effectiveness through three key elements – business improvement, case management and data analytics. The business improvement component of this program was completed in February 2020 with the delivery of a CCC-wide Operations Manual. The Operations Manual consolidates many of the CCC's policies and procedures associated with undertaking our operational work. Importantly, it also links to functionality available in the new case management system.

The new case management system – Nexus – brings together four existing systems and will deliver significant efficiencies to our investigations. While the development of this system experienced delays to ensure a quality final product, it is now in the final stages and is scheduled for deployment by the end of 2020.

During 2019–20 the final stage of this program to evolve our data analytics capability has progressed significantly with the investigation and implementation of new tools allowing the CCC to harness data from a range of sources and extract insights to guide our work.

Moving forward, our Digital Strategy will guide our progress toward achieving our digital ambition.

Our staff

It goes without saying that this year has been an unexpected challenge for us all. I can proudly say that our staff have faced the changing environment with courage and resilience, working as one team to create solutions and supporting each other through the uncertainty. Without their commitment and flexibility, we would not have been able to deliver the significant change required to respond effectively to the multi-faceted challenge that is COVID-19. I speak on behalf of the entire CCC leadership team when I say thank you to our staff. Thank you for your consistent hard work, for finding the opportunities in the challenges, but mostly, for supporting each other and continuing to build a great place to work. The impacts of your commitment to fighting serious crime and reducing corruption benefit the whole Queensland community.

Jen O'Farrell
Chief Executive Officer

Impacts of a global pandemic

Impacts on our operating environment

In early 2020, the COVID-19 global pandemic introduced a sudden change in the crime and corruption risk environment. The growth in cyber and financial crime has been the most visible, with various frauds and schemes focused on such things as government stimulus and relief payments, as well as sophisticated phishing and malware attacks. As legitimate operators have shifted their business models, supply and product lines, and found new markets, so too have organised criminals made the same adaptations to take advantage of new opportunities and vulnerabilities that have emerged in the crisis.

The pandemic has also created new opportunities that may be conducive to corruption, including urgent procurement or recruitment processes, the need for new vendors due to supply chain disruptions, and a large number of public sector employees shifting to work-from-home arrangements. It has also changed some of the widely acknowledged drivers for corruption risk, including unemployment, constrained opportunities for promotion, and devalued personal investments (e.g. superannuation).

Within this altered risk environment, alongside the health directives associated with COVID-19, there have been impacts on investigative methods and legal proceedings related to the CCC's work. For instance, during the pandemic the CCC experienced:

- Reduced witness availability for investigation and hearing purposes (e.g. border or flight restrictions, prisons banning face to face visits)
- Reduced ability of our staff to travel intrastate or interstate to progress investigations
- Delays in obtaining information from some third party agencies to support investigations (e.g. statements from financial institutions due to office closures, staff working from home)
- Undertaking of flexible and agile investigative strategies and methodologies to address the behavioural changes of our community associated with health directives

- Changes in Queensland Civil and Administrative Tribunal processes, disrupting our police disciplinary reviews.

However, some changes effected through regulation have offset some of this disruption, including the ability to:

- conduct hearings remotely
- use digital signatures
- action tasks via electronic means.

We have been monitoring the impacts of the COVID-19 pandemic on our work. Even at this early stage of the pandemic, there are some patterns in our data that we may attribute (in full or in part) to the pandemic.

The first is complaints and allegations about suspected corruption. While the number of complaints received from January to June 2020 is similar to the same period in 2019, fewer complaints in 2020 were of a "medium" matter type, and more were of a "low" matter type, compared to those received in the same period in 2019. Also, there are fewer allegations per complaint in 2020, compared to the allegations per complaint in the same period in 2019. Some change in corruption complaints and allegations is expected, due to the widespread transition to working from home, and the dramatic drop in citizen interactions during the pandemic. The CCC will continue to monitor these trends to ascertain whether the nature of complaints the CCC is receiving during the COVID-19 pandemic are materially different from those received in the same period in 2019.

The second is hearing days for crime and corruption operations. Hearing activity at the CCC dropped in the first months of the pandemic (as compared to the same period in 2019), most of which is attributable to the Chief Health Officer's health directives in the early stages of the COVID-19 pandemic.

The third is changes in the volume of work the QPS refers to the CCC. The CCC initiates crime investigations and proceeds of crime actions based on referrals from the QPS. The number of referrals from the QPS we received between January and June 2020 was lower than in the same period in 2019. It is too

early to tell whether this reduction is normal fluctuation, or if it reflects that the QPS's efforts in the COVID-19 pandemic have reduced the volume of matters being referred to the CCC.

Responding to the escalating threat

Like all agencies, the CCC had to react quickly when the threat of the global COVID-19 pandemic escalated in the early part of 2020. While our primary focus was on the safety of our staff and the wider Queensland community, we also had to ensure continuity of our services while exploring new ways to safeguard (and build) our organisational resilience.

The challenge posed by such an unprecedented event also provided an opportunity for us to innovate and fast-track some of our digital business solutions that were already in development. Within only a few short weeks, the CCC deployed devices to support staff mobility across the agency, allowing many staff to work safely from home.

At the same time, the rollout of an online collaboration program (which commenced in January 2020) allowed individual staff and teams to work together easily via video and chat messages, whether in the office or working from home. This key communication tool helped staff to stay connected and to manage and share work tasks.

Supporting our people

A critical component of the challenge this pandemic created was how to best support our people through a time of uncertainty and stress. To this end we:

- Revised policy settings to give staff more flexibility in where and when they worked, and ensured they had sufficient access to leave if required to remain away from the workplace due to COVID-

19, consistent with the relevant Queensland Government Directive

- Conducted home safety audits and provided safety equipment for people working remotely
- Launched multiple communications channels including daily emails from the CEO to ensure that people had access to the most current and accurate information when they needed it. This included advice and resources available to support our staff with their physical and mental health and wellbeing during COVID-19
- Implemented new workforce management and reporting to monitor the impacts of COVID-19 on the workplace
- Undertook additional cleaning and hygiene promotion to maintain a COVID Safe workplace
- Stood-up a COVID-19 Incident Management Team with representatives from across the CCC who met daily to manage the response to the health crisis and ensure two-way communication with the business
- Participated in Whole of Government steering committees and communication channels to secure up-to-date information
- Revised existing Business Continuity Plans, Impact Assessments and Business Unit Response Plans to ensure they remained fit-for-purpose during the pandemic.

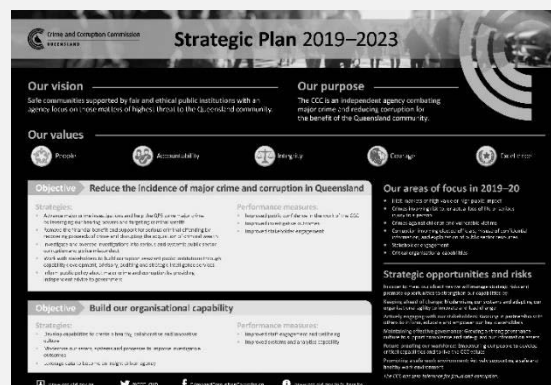
Supporting the COVID-19 pandemic response

The CEO is also a member of the inter-agency Public Safety and Security Functional Recovery Group, which is concerned with the governance, planning and operational issues related to the response to, and recovery from, the COVID-19 pandemic.

Our strategic objectives

Our Strategic Plan sets the strategic direction of our agency and guides our day-to-day operations. We review our strategic plan annually to ensure we remain responsive to emerging issues and challenges.

The [CCC Strategic Plan 2019–23](#) provides the foundation for this annual report as we track our progress against our two strategic objectives, and the 2019–20 areas of focus related to those strategic objectives.



Objective: Reduce the incidence of major crime and corruption

Our key strategies:

- Advance major crime investigations and help the QPS solve major crime by leveraging our hearing powers and targeting criminal wealth
- Remove the financial benefit and support for serious criminal offending by recovering proceeds of crime and disrupting the acquisition of criminal wealth
- Investigate and oversee investigations into serious and systemic public sector corruption and police misconduct
- Work with stakeholders to build corruption resistant public institutions through capability development, advisory, auditing and strategic intelligence services
- Inform public policy about major crime and corruption by providing independent advice to government.

Objective: Build our organisational capability

Our key strategies:

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

Areas of focus for 2019–20:

- Illicit markets of high value or high public impact
- Crimes involving risk to, or actual loss of, life or serious injury to a person
- Crimes against children and vulnerable victims
- Corruption involving elected officials, misuse of confidential information, and exploitation of public sector resources
- Stakeholder engagement
- Critical organisational capabilities.

Measures of success

The following sections outline our key results for 2019–20, including outcomes against our annual strategic areas of focus, and Service Delivery Standards. This includes performance information demonstrating our commitment to combating major crime and reducing corruption for the benefit of the Queensland community.

Our Strategic Plan

We evaluate our performance toward the objectives in the 2019–23 Strategic Plan against the following performance measures:

- Improved public confidence in the work of the CCC
- Improved investigative outcomes
- Improved stakeholder engagement
- Improved staff engagement and wellbeing
- Improved systems and analytics capability.

A snapshot of our performance toward these measures is provided on pages 20 – 21.

Our Service Delivery Standards

As part of the State Government Budget process, each year we prepare a Service Delivery Statement detailing the high-level service our agency provides to the Queensland community. The State Government and the CCC assess our performance using effectiveness and efficiency measures referred to as service standards.

The 2019–20 State Budget Service Delivery Statement is published online. Our service standards and results are provided on page 22.

2019–20 at a glance

Objective: Reduce the incidence of major crime and corruption

Performance measures:

Improved public confidence in the work of the CCC

Improved investigative outcomes

Improved stakeholder engagement

- Disrupted 100 per cent of targeted criminal entities as a result of crime investigations
- Added value to 100 per cent of referred crime investigations through holding coercive hearings
- Finalised 32 crime and intelligence investigations
- Restrained \$8.995M proceeds of crime and finalised 39 proceeds forfeitures resulting in \$7.181M proceeds of crime forfeited to the State
- Assessed 87 per cent of corruption complaints within four weeks
- Finalised 53 corruption investigations with 87 per cent resulting in significant outcomes
- Charged five people with 12 offences related to corrupt conduct by elected officials
- Charged eight people with 15 offences relating to misuse of confidential information
- Charged eight people with 84 offences relating to exploitation of public sector resources
- Tabled *Operation Yabber: An investigation into allegations relating to the Gold Coast City Council*
- Tabled *Operation Impala: A report on the misuse of confidential information in the Queensland public sector*
- Government supported 33 recommendations in our report *Taskforce Flaxton: An examination of corruption risks and corruption in Queensland prisons*
- Implementation of 31 recommendations in our report *Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government* through Parliament passing two legislative amendment bills
- Completed five audits from the [CCC Corruption Audit Plan](#) and published four summary reports
- Made 141 corruption prevention recommendations
- Introduced procedures and processes to ensure we respect and protect human rights in compliance with the *Human Rights Act 2019*
- Progressed deliverables within our Innovate Reconciliation Action Plan
- Connected with 16 Indigenous communities to build relationships in regional areas
- Supported community events including National Reconciliation Week and NAIDOC celebrations
- Developed our Crime Stakeholder Engagement Strategy to facilitate meaningful engagement with stakeholders
- Launched our new website to empower, educate and inform our stakeholders with 426,029 total page views this year
- Improved access to information through updating the [Corruption Allegations Data Dashboard](#) on the CCC website
- Received a Gold standard for our 2018–19 Annual Report from the Australasian Reporting Awards
- Issued a [joint communiqué](#) with Australia's Anti-Corruption Commissioners on International Anti-Corruption Day on 29 October 2019
- Joined with key stakeholders to issue two joint anti-corruption media releases
- Published six corruption [Prevention in focus](#) papers

See pages 28 – 51 for detailed information about achievements relating to this objective.

Objective: Build our organisational capability

Performance measures:

Improved staff engagement and wellbeing

Improved system and analytics capability

- Facilitated the Working for Queensland Employee Opinion Survey with 319 (84 per cent) staff responding
- Launched an intranet page containing resources to support staff and their families through COVID-19
- Launched multiple communication channels to keep staff connected and engaged
- Initiated the CCC Wellbeing Walkers group, including a special morning walk for Team CCC Day 2019
- Held 27 wellbeing activities including virtual meditation and stretching classes and a Q&A panel session on maintaining mental wellness and support options available, as part of R U OK? Day
- Held the “Great place to work” workshop where staff were invited to provide input into planning the future of the CCC
- Increased opportunities for staff engagement in strategy development including through holding an Innovation Café to help shape our response to the working for Queensland Survey results
- Encouraged a “safe to fail” environment for staff members through information sessions run by our CEO
- Recognised staff performance at the annual PAICE corporate awards ceremony
- Supported 10 staff in completing the Great Managers Program
- Engaged 36 staff in the mentoring program to share knowledge and create networks
- Launched phase two of the workforce mobility initiative to provide the opportunity for staff to develop skills in other areas
- Supported 21 staff to undertake tertiary education
- Invested \$378,019 in training and developing our staff
- Launched the CCC Learning/Professional online to provide staff access to professional development courses
- Developed the CCC Leadership Roadmap to support leadership development at all levels
- Developed CCC Career Development Pathways to assist CCC practitioners and technical specialists to develop their professional skills
- Progressed the development of an integrated case management system (CMS) to deliver efficiencies in our investigations
- Developed a consolidated CCC Operations Manual
- Completed transition to a simplified, service-led organisational structure, in line with the 1CCC operating model
- Launched a new GRC platform to facilitate greater oversight of governance, risk and compliance functions
- Launched a new CCC Police Group app to assist in meeting compliance and reporting requirements of the CCC Police Groups
- Developed new human resources and finance reporting dashboards building our analytics capability
- Enhanced our organisational resilience through the DWP
- Enhanced our remote access capabilities in response to COVID-19
- Upgraded our records management system to ensure continuity of support

See pages 53 – 61 for detailed information about achievements relating to this objective.

Performance information:

Our Service Delivery Standards

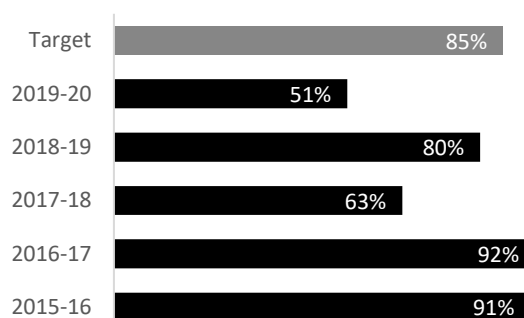
Service area: Crime fighting and anti-corruption

The objective of our service area is to protect Queenslanders from major crime and corruption. The CCC makes a unique contribution to keeping our communities as free as possible of major crime and corruption through its effective investigations, complaints management and use of special powers. This work is assisted by proceeds confiscation, prevention, research, intelligence and witness protection activities.

Percentage of targeted criminal entities disrupted as a result of crime investigations



Percentage of corruption investigations finalised within 12 months³



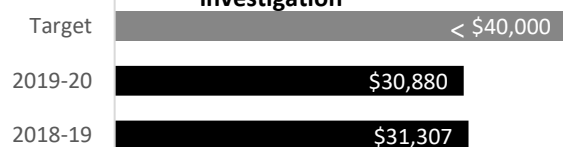
Percentage of referred crime investigations finalised within six months¹



Percentage of corruption investigations resulting in significant outcomes¹



Average cost per referred crime investigation¹



Average cost per assessment of corrupt conduct/police misconduct complaints¹



Percentage of coercive hearings that add value to a referred crime investigation²



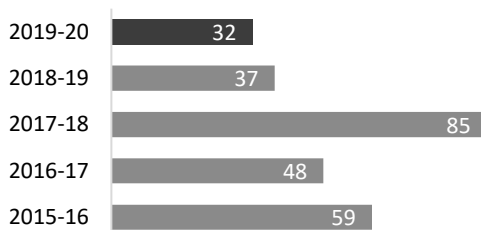
Notes:

1. New measure introduced in 2018–19.
2. New measure introduced in 2019–20.
3. 2019–20 target not achieved see page 36 for further information about impacts to timeliness of corruption investigations.

Other operational standards

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

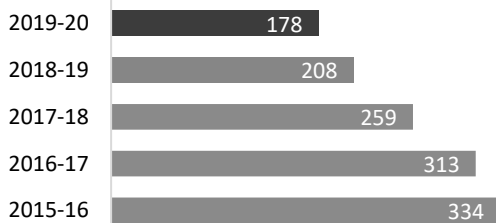
Crime investigations finalised



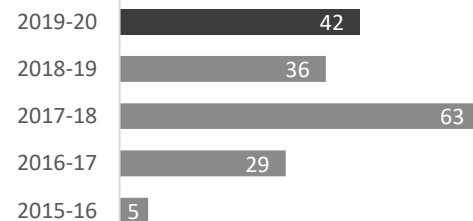
Corruption investigations finalised



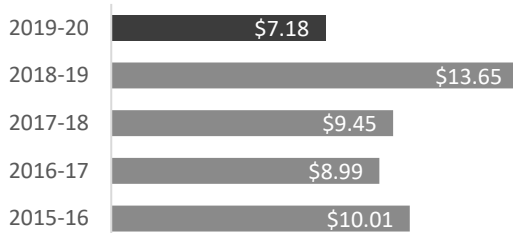
Crime hearing days



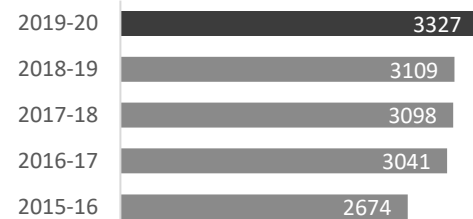
Corruption hearing days



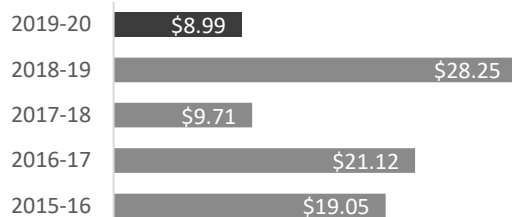
Value of assets forfeited (\$ million)



Corruption complaints received



Value of assets restrained (\$ million)



Corruption allegations received



Financial summary

This financial summary provides an overview of the CCC's financial performance for the 2019–20 financial year and historical financial information for the previous five financial years. A more detailed view of the CCC's financial performance for 2019–20 is provided in the Financial Statements on page 80.

Overview

The CCC's financial result for 2019–20 was a surplus of \$286,000. The surplus is mainly due to timing adjustments in expenditure incurred on the development of the new CMS and the Digital Workplace Program (DWP) and time taken to fill positions that were vacated during the year and fully funded by government in 2019–20.

Revenue

Total revenue for 2019–20 was \$65.545M, increasing by 10.48 per cent or \$6.214M from the 2018–19 financial year.

The CCC is funded for our outputs through grant funds received from the Queensland Government comprising 97.53 per cent of total revenue for 2019–20 (compared to 96.99 per cent in 2018–19)

During the 2018–19 financial year, the Queensland Government committed the following additional funding for the 2019–20 financial year:

- \$3.6M (\$3.9M per annum ongoing from 2021–22) to enhance the processing of digital evidence and intelligence and provide various computer applications under DWP
- \$1.8M (\$1.9M per annum ongoing from 2021–22) for additional frontline investigators
- \$0.8M to continue the development of a new CMS
- \$0.9M per annum until 2019–20 to fund the criminal intelligence hearings team.

The State Government grant revenue includes provision for enterprise bargaining increases and is supplemented by interest earnings on cash reserves and other general revenue receipts including staff car parking income and gains on sale of plant and equipment.

The CCC also receives non-cash contributions in relation to the provision of police staff for operational support from the QPS and archival services from the Department of Housing and Public Works. In accordance with government policy, the CCC recognises these services both as revenue and expenditure only if the services would have been purchased, had they not been donated, and if their fair value can be measured reliably.

Figure 1: Financial results 2015–16 to 2019–20 (\$ million)



Expenditure

Total expenditure for 2019–20 was \$65.259M, an increase of 10.40 per cent or \$6.144M from the 2018–19 financial year. Employee expenses are the CCC's most significant category of expenditure comprising 70.16 per cent of total expenditure or \$45.785M. Employee expenditure increased by 8.52 per cent or \$3.594M over the previous year.

Supplies and services expenditure comprised 24.27 per cent of total expenditure for 2019–20. The CCC spent \$15.833M for supplies and services in 2019–20, compared to \$13.494M in 2018–19. This is an increase of 17.34 per cent or \$2.339M from the previous year, and is mainly due to information technology and contractor costs required to deliver the new CMS and various computer applications under the DWP.

Payments for office accommodation are the highest category of supplies and services expenditure at \$4.062M or 25.66 per cent of total supplies and services expenditure. Consultants and contractors for various services are the second highest category of expenditure at \$3.584M or 22.64 per cent, followed by information technology hardware and software at \$1.947M or 12.30 per cent and telecommunications and access costs at \$1.370M or 8.66 per cent.

All other expenditure remained relatively consistent with the previous financial year. Refer to Note 5 of the Financial Statements for further details of supplies and services expenditure.

Financial position

Capital acquisitions

The CCC invested \$2.778M on capital acquisitions during the 2019–20 financial year compared to \$2.853M in 2018–19, mainly as part of the ongoing CMS, DWP and asset replacement and maintenance program in accordance with the CCC's Asset Strategic Plan. A full breakdown of capital acquisitions can be found in Note 8 of the Financial Statements under the intangible assets and property, plant and equipment reconciliations.

Assets

As at 30 June 2020, CCC total assets were valued at \$25.308M compared to \$24.190M in 2018–19, an increase of \$1.118M from the previous year. The

increase is mainly due to equity contributions from Queensland Government to fund the CMS and DWP.

Liabilities

As at 30 June 2020, the CCC's liabilities were valued at \$3.518M compared to \$5.765M in the previous year. This is a decrease of \$2.247M or 38.98 per cent and relates mainly to a decrease in Trade Creditors and a reduction in the amount payable for wage reimbursements compared with 30 June 2019.

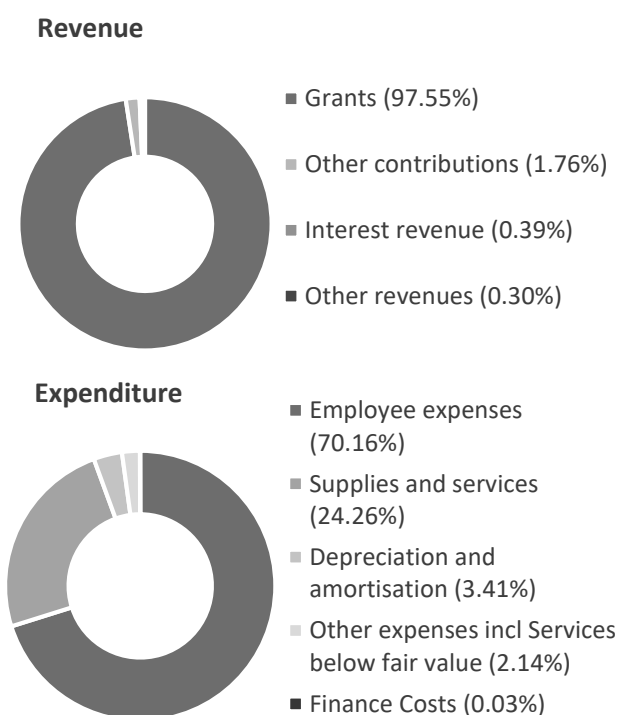
Net equity

Equity increased by \$3.365M or 18.27 per cent and is due to a \$2.592M equity injection from government to fund capital works, the \$0.286M operating surplus for the 2019–20 financial year and an equity adjustment as a result of the new leasing standard implemented on 1 July 2019.

Current ratio

As at 30 June 2019 the CCC's current ratio is 5.20 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity – its ability to meet short-term debts.

Figure 2: Revenue and Expenditure



Looking ahead

To support the delivery of our services and further our longer term strategic objectives we intend to deliver the following activities in 2020–21.

Objective: Reduce the incidence of major crime and corruption

- Develop a corruption strategy
- Undertake a risk assessment of money laundering in Queensland
- Conduct a research project to measure the disruptive impacts of our proceeds of crime actions

Objective: Build our organisational capability

- Amend CCC human resource policies and industrial instruments to create competitive and attractive employment conditions
- Rebuild the CCC recruitment and selection process to focus on candidate experience
- Upgrade CCC ICT infrastructure
- Develop a CCC Integration Strategy
- Optimise the CCC's new cloud-based technology services
- Transition new digital applications (Police Group Application, Digital Governance Risk and Compliance Platform) to business as usual
- Build cloud-based data and insights infrastructure
- Introduce a secure and sustainable cloud-based storage solution for the Forensic Computing Unit
- Implement a new digital operating model
- Create an information technology and operational technology roadmap
- Develop an enterprise architecture blueprint
- Deliver the Nexus case management system
- Finalise a new QPS Secondment Policy
- Review the CCC's Telecommunications Interception Capability

Due to the impacts of COVID-19, the 2020–21 Queensland State Budget had not been delivered at the time of reporting. The planned activities will be reviewed following the delivery of a Queensland State Budget and adjusted as required.