

Governance and people

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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 staff.

Profile of our Commissioners (as at 30 June 2020)

Mr Alan MacSporran QC

Chairperson

Appointed on 1 September 2015

Mr MacSporran has a Bachelor of Laws from the University of Queensland. He was admitted as a Barrister-at-law in 1978 and was later appointed Senior Counsel in 2005 and Queen's Counsel in 2013. Prior to joining the CCC he practised as a barrister for 38 years, his career spanning periods as a Crown Prosecutor and working on coronial inquests and commissions of inquiry. From 2004 to 2009 Mr MacSporran served as the part-time Parliamentary Crime and Misconduct Commissioner. Mr MacSporran is a graduate of the Australian Institute of Company Directors.

Mr Sydney Williams QC

Deputy Chairperson

Appointed on 1 November 2014

Mr Williams has Bachelor degrees in Commerce and Law from the University of Queensland. He was admitted as a Barrister-at-law in September 1975 and as a barrister in Papua New Guinea later that year. Mr Williams was appointed Queen's Counsel in 1986. Since then he has been in continuous practice as a barrister, focusing on insurance and personal injury litigation.

Ms Deborah Holliday

Commissioner

**Appointed on 10 March 2017
Acting appointment, 11 November 2016 to 10 February 2017**

Ms Holliday has a Bachelor of Laws (Hons) from Bond University and was admitted as a Barrister-at-law in 1994. Her early career included 24 years working in the Office of the Director of Public Prosecutions (Queensland) before joining the private bar. Ms Holliday was a Principal Crown Prosecutor for 15 years. She was seconded to the Inquiry Legal Representation Office and represented persons adversely named in the Carter and Connolly/Ryan Commissions of Inquiry. Ms Holliday's practice includes providing high-level legal advice and appearing as counsel for government departments and the Legal Services Commission.

Mr Marshall Irwin

Commissioner

Appointed on 1 March 2016

Mr Irwin has a Bachelor of Laws from the University of Queensland and was admitted as a Barrister-at-law in 1976. His early career included 12 years as a senior prosecutor in Queensland and five years investigating crime and corruption, both with the Fitzgerald Inquiry and as the first General Counsel to the newly established Criminal Justice Commission. From 1998, he was also a board member for the National Crime Authority in Melbourne for a period of four years. Between 2003 and 2008 Mr Irwin was Queensland's Chief Magistrate. Until his retirement in 2014, Mr Irwin presided over District Court proceedings throughout remote and regional Queensland.

Professor Anne Tiernan

Commissioner

Appointed on 10 March 2017**Acting appointment, 11****November 2016 to 10 February 2017**

Professor Tiernan has a PhD from Griffith University, Bachelor of Arts (from the Australian National University) and a Bachelor of Commerce (Hons, First Class, Griffith). She is the Dean (Engagement) for Griffith Business School at Griffith University. Professor Tiernan is a political scientist, with earlier careers in government, and in teaching and consultancy. Professor Tiernan is a National Fellow of the Institute of Public Administration Australia and a Fellow of the Australian and New Zealand School of Government.

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 must 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 as long as the person does 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 the role. The Chairperson may appoint for a temporary period a sessional commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to the Commission's functions.

Table 8: Commission Meetings from 1 July 2019 to 30 June 2020

Commissioner	Position	Meetings attended	
		Ordinary meetings	PCCC meetings
Mr Alan MacSporran QC	Chairperson	10	4
Mr Sydney Williams QC	Deputy Chairperson	10	1
Mr Marshall Irwin ¹	Ordinary Commissioner	8	2
Professor Anne Tiernan	Ordinary Commissioner	11	3
Ms Deborah Holliday	Ordinary Commissioner	9	3
Ex officio members			
Ms Jen O'Farrell	Chief Executive Officer	8	4
Ms Sharon Loder	Senior Executive Officer, Crime	6	4
Mr Paul Alsbury ²	Senior Executive Officer, Corruption	7	4
Dr Rebecca Denning ³	General Manager, Corporate Services	9	3
Ms Carolyn Bradley ⁴	General Manager Strategy, Innovation and Insights	8	3
Detective Chief Superintendent Cheryl Scanlon APM ⁵	General Manager, Operations Support	5	3
Detective Chief Superintendent Darryl Johnson APM ⁶	General Manager, Operations Support	2	0
Mr Paxton Booth ⁷	Acting Senior Executive Officer, Corruption	2	0
Mr Michael Scott ⁸	Acting Senior Executive Officer, Crime	2	0
Ms Kylee Rumble ⁹	Acting Senior Executive Officer, Corruption	1	0

Notes:

1. Mr Irwin's attendance during the period 5 September 2019 to 29 September 2019 was in his capacity as Acting Chairperson.
2. Mr Alsbury's attendance during the period 27 August 2019 to 13 September 2019 was in his capacity as Acting Chief Executive Officer.
3. Dr Denning's attendance during the period 1 July 2019 to 4 August 2019 was in her capacity as Acting Executive Director, Corporate Services. From 5 August 2019 to 1 September 2019, she attended in her capacity as Executive Director, Corporate Services. From 2 September 2019, she attended in her capacity as General Manager, Corporate Services.
4. Ms Bradley's attendance during the period 1 July 2019 to 4 August 2019 was in her capacity as Acting Executive Director, Strategy, Innovation and Insights. From 5 August 2019 to 1 September 2019, she attended in her capacity as Executive Director, Strategy, Innovation and Insights. From 2 September 2019, she attended in her capacity as General Manager, Strategy, Innovation and Insights.
5. Detective Chief Superintendent Scanlon, General Manager, Operations Support, resigned from her secondment at the CCC on 16 March 2020.
6. Detective Chief Superintendent Johnson APM, General Manager, Operations Support commenced his secondment at the CCC on 5 May 2020.
7. Mr Booth's attendance during the period 27 August 2019 to 13 September 2019 was in his capacity as Acting Senior Executive Officer Corruption.
8. Mr Scott's attendance during the period 29 August 2019 to 27 September 2019 was in his capacity as Acting Senior Executive Officer Crime.
9. Ms Rumble's attendance during the period 19 June 2020 to 30 June 2020 was in her capacity as Acting Senior Executive Officer Corruption.

Our Executive Leadership Team

The ELT supports the Commission by providing advice, leading discussions and making recommendations on strategic and operational matters critical to the CCC's performance. The Chairperson is a member of the ELT. Details of the other ELT members as at 30 June 2020 are provided below.

Ms Jen O'Farrell

Chief Executive Officer

LLB (Hons), BBus, BCom (admitted as a solicitor in 2008), GAICD

Appointed on 24 August 2018

Responsible for the administration of the commission, including managing the overall operations and resources.

Jen has considerable 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 (admitted as a Barrister-at-law in 2000), GAICD

Appointed on 3 July 2017

Responsible for the Crime division that works to combat and prevent major crime, including organised crime, paedophilia, terrorist activity, serious crime and recovery of the proceeds of crime.

Sharon has held senior and executive positions in law enforcement or integrity commissions throughout Australia, working with the NSW Independent Commission Against Corruption, the Queensland Crime and Misconduct Commission and the QPS.

Chief Superintendent Darryl Johnson APM

General Manager, Operations Support

BBus (HR) G.Cert Applied Management

Appointed on 5 May 2020

Responsible for the Operations Support Unit, including witness protection, technical surveillance, physical surveillance and forensic computing.

Darryl is an accomplished police officer with the QPS with over 38 years' service. Prior to commencing with the CCC, Darryl led positive change in the QPS involving provision of policing services designed to mitigate the risk to vulnerable community members including domestic violence victims and perpetrators, those suffering from mental illness and those experiencing homelessness.

Appointment criteria for the Chief Executive Officer

The Chief Executive Officer is appointed by the Governor-in Council for a maximum of five years with the provision 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 Chief Executive Officer the person must have qualifications, experience or standing appropriate to perform the functions of the Chief Executive Officer.

Mr Paul Alsbury

Senior Executive Officer
(Corruption)

**LLB, BBus, LLM (admitted as a
Barrister-at-law in 2001), GAICD**

Appointed on 3 October 2017

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.

Paul is highly experienced in the Queensland public service, having served with the Office of the Director of Public Prosecutions, Transport and Main Roads, and the QPS.

Ms Carolyn Bradley

General Manager, Strategy,
Innovation and Insights

**BCom/LLB (Hons) (admitted as a
solicitor in 2009), CA, GAICD**

Appointed on 5 August 2019

Responsible for the Strategy, Innovation and Insights division that drives innovation, generates and turns insights into action, builds critical capabilities, and implements transformational change.

Carolyn is a senior leader in strategic, operational, and cultural management and change, with over 14 years' professional experience across multiple geographies and operating environments.

Dr Rebecca Denning

General Manager, Corporate
Services

**B. Criminology and Criminal Justice
(Hons), PhD, GAICD**

Appointed on 26 July 2019

Responsible for the Corporate Services division that provides performance reporting, governance, financial management, business systems support, security, ICT, facilities and procurement services.

Rebecca has extensive policy, research and management experience, having worked in State and Commonwealth agencies, predominantly related to the criminal justice sector.

The role of the ELT

The ELT is responsible for:

- 1. Strategic oversight:** Understanding the CCC's operating environment, identifying strategic issues and steering the organisation towards achievement of strategic goals and objectives.
- 2. 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.
- 3. Portfolio assessment:** Setting priorities in alignment with strategic goals and objectives, approval of investigations and projects (including resource allocation). This also includes assessing complaints categorised as "High", in accordance with the Complaint Categorisation and Prioritisation Model.

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

Some members of the ELT are also members of other CCC governance committees, specifically the:

- Budget Management Committee
- Organisational Safety and Wellbeing Committee
- Audit and Risk Management Committee (see page 72).

As members of these committees, they consider issues relating to resourcing, risk, quality assurance and business improvement.

Our staff

The CCC employs a diverse mix of professionals including lawyers, accountants, investigators, researchers, intelligence analysts and support staff, and seconded a cohort of police officers from the QPS. As at 30 June 2020, our workforce equated to 338 full-time equivalent (FTE) staff^{1,2}. Compared with 30 June 2019, our FTEs have decreased by 3.18.

Staff profile

Table 9: FTEs by division

Division	Full-time equivalent
Corruption	95.10
Crime	62.80
Office of the Commission	9.00
Operations Support	76.07
Corporate Services	74.22
Strategy, Innovation and Insights	21.09
Total	338.28

Notes:

1. FTE refers to all permanent, temporary and casual staff (including CCC staff and seconded police officers)
2. FTE figures are as at payroll period ending 3 July 2020. This differs slightly from the CCC's audited Financial Statements which include FTE figures as at 30 June 2020.

We have 373 employees which consist of the following staffing profiles.

Table 10: CCC staffing

Police	Civilian
20%	80%

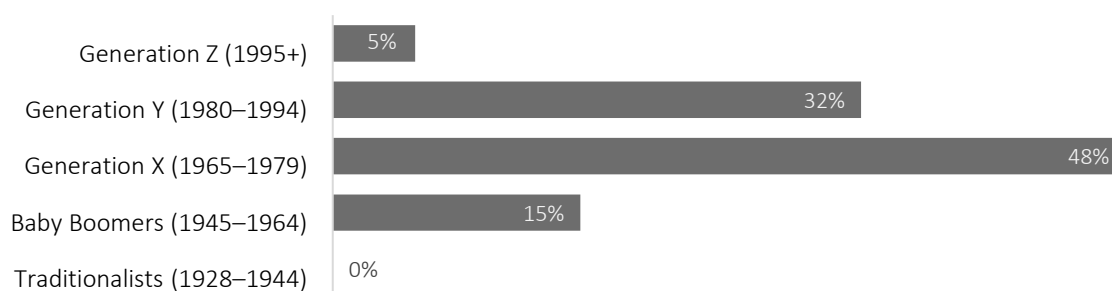
Table 11: CCC civilian staffing employment status

Temporary	Permanent	Casual
12%	81%	7%

Of our civilian workforce, 81 per cent are employed on a permanent basis. This is comparable with the wider Queensland public service's reported figure of 80 per cent (as at December 2018).

Our workforce spans across four of the five generational groups. The average age of our workforce is 43.8 years of age.

Figure 4: Generational groupings



Gender profile

The CCC's overall gender balance is currently 54 per cent women and 46 per cent men. Women comprise 63 per cent of our civilian workforce. Women fill 54 per cent of all positions at and above AO7 and equivalent classifications, and 36 per cent at the senior executive levels (which include Senior Executive Staff and Commissioners) (see Figure 5).

Table 12: Civilian vs police by gender
(number of staff)

	Police	Civilian
Female	14	187
Male	62	110

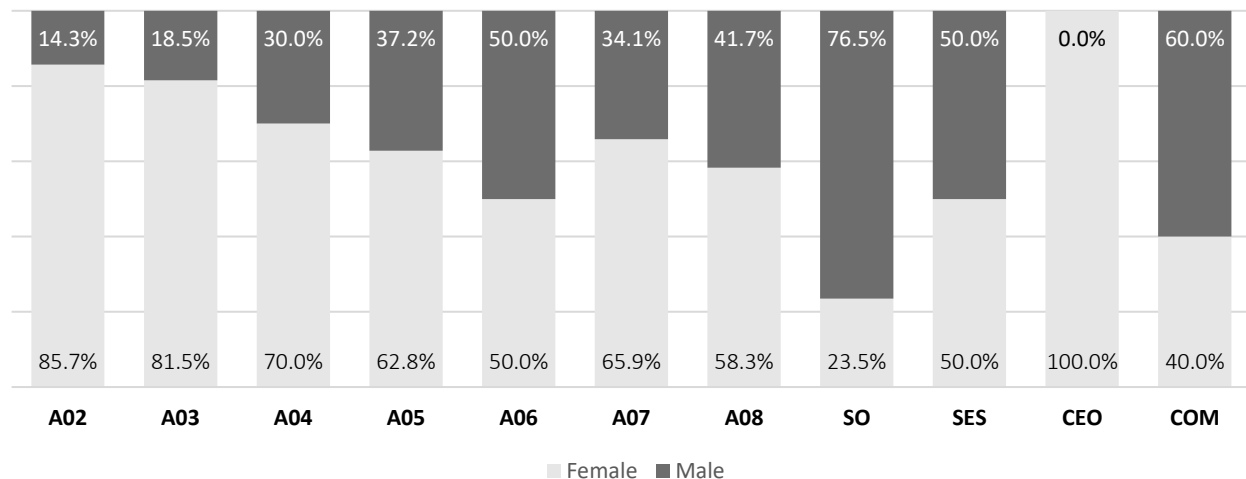
Equity and diversity measures^{1,2,3}

Of our workforce, 1.3 per cent identify as being from an Aboriginal or Torres Strait Islander background, 1 per cent are people living with a disability and 6 per cent identify as being from a culturally or linguistically diverse background.

Notes:

1. Figures relate to permanent civilian staff and do not include seconded police officers as diversity statistics are not available.
2. Data is based on employees who have voluntarily disclosed this information to the CCC.
3. In 2019–20 the data calculation methodology has been changed to include all CCC staff (excluding police) in comparison to permanent staff only in previous years.

Figure 5: Profile of classification by gender¹



Notes:

1. AO data ranges include equivalent classifications.

Staff retention

The permanent employee separation rate decreased in 2019–20 compared to 2018–19 which can be attributed to both natural variation and labour market dynamics.

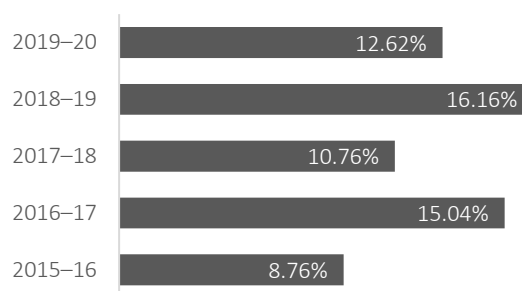
We are unable to compare this with the public service annual separations because the Public Service Commission provides figures based on separations from the public service as a whole and not on separations from individual public sector agencies. By contrast, the CCC counts as a separation any permanent or contracted staff member leaving the agency, whether or not the person moves to another public sector agency.

The CCC's long service rate is high, with 27 per cent of our permanent staff having ten or more years' service and a further 20 per cent of staff having five or more years' service.

Workplace health and safety

The CCC maintains a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011*. In 2019–20, the CCC had nine reported workplace health and safety incidents and two WorkCover claims which were both related to travel between work and the staff members' residence (see Figure 7). The CCC also provided rehabilitation and return-to-work programs for staff where required.

Figure 6: Staff separation rate¹



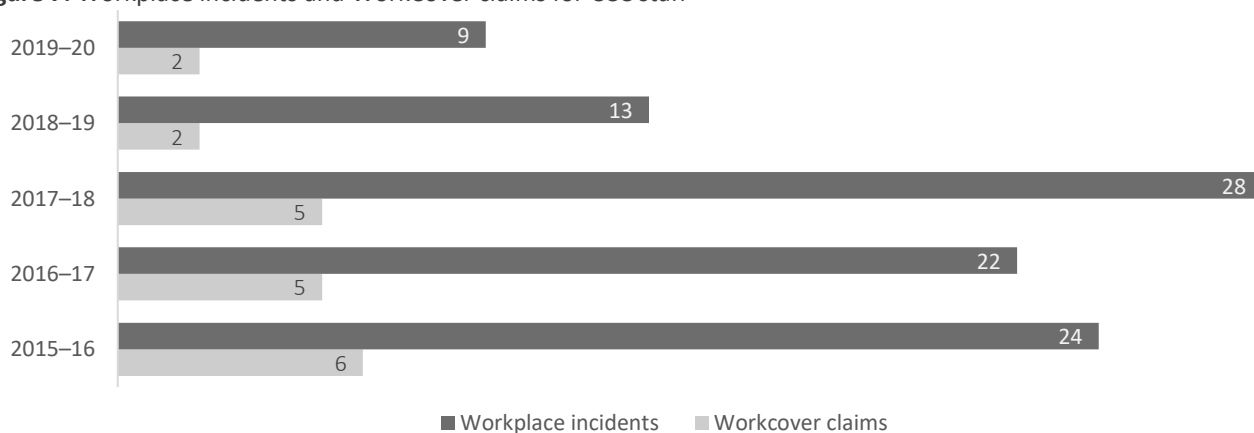
Notes:

1. Our separation rate excludes the separation of seconded police officers who returned to the QPS at the conclusion of their secondment.

Early retirement, redundancy and retrenchment

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

Figure 7: Workplace incidents and WorkCover claims for CCC staff



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 helps us identify ways to improve our business processes and internal culture.

Our 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 1CCC

Risk management

The CCC recognises risk management is integral to good governance and effective management. Our Commission is responsible for setting the agency's Risk Appetite Statement and ensuring our strategic risks are identified and managed in accordance with our Risk Management Framework. With the introduction of the *Human Rights Act 2019* an additional strategic opportunity, "Building a culture that respects, promotes and protects human rights", was included in our 2020-24 Strategic Plan.

During the second half of 2019–20, the CCC transitioned to a new GRC solution. The GRC replaces the use of Excel spreadsheets for managing risk, automates processes for monitoring risk and compliance actions, and provides enhanced risk reporting.

Risk maturity assessment

Last year we reported on the Queensland Audit Office's (QAO) risk maturity assessment of the CCC's risk management framework. The seven recommendations from the report were endorsed in 2019 by the Audit and Risk Management Committee (ARMC) and a Risk Management Action Plan, containing 10 actions, was developed to manage the implementation of those recommendations.

At the end of 2019–20, eight of the ten actions had been implemented. Two of the actions could not be progressed as they related to GRC functionality which was still under development. Implementation of these two actions has been deferred to 2020–21.

Risk management framework

The CCC has a number of frameworks to assist us in making risk-informed decisions to support the strategic and operational work of the agency.

These include the CCC's:

- Risk Management Framework (aligns to ISO 3100:2018)
- Fraud and Corruption Control Plan (aligns to AS 8001-2008)
- Information Security Management Framework (aligns to QG IS18:2018 and ISO/IEC 27001).

In June 2020, we completed the periodical review of the CCC's Fraud and Corruption Control Plan, Statement and policy and procedure to ensure currency and effectiveness of the instruments.

Strategic risks

In order to meet our objectives we managed strategic risks and promoted opportunities to strengthen our capabilities by:

Keeping ahead of change

Modernising our systems and adapting our organisational agility to innovate and lead change

Actively engaging with our stakeholders

Working in partnership with others to inform, educate and empower our key stakeholders

Maintaining effective governance

Growing a strong governance culture to support compliance and safeguard our information assets

Future-proofing our workforce

Empowering our people to develop critical capabilities and to live the CCC values

Promoting a safe work environment

Actively supporting a safe and healthy work environment

Audit and Risk Management Committee

The ARMC provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of the CCC. 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 Chair (see Table 13). The Chairperson is an ex officio member of the committee. The CCC Internal Auditor and representatives from the QAO have standing invitations to attend ARMC meetings. The ARMC observes the terms of the ARMC charter and has due regard to Queensland Treasury's Audit Committee Guidelines.

During 2019–20 the ARMC provided strategic advice and oversight of:

- the integrity of the CCC's financial statements and internal controls
- compliance with legislative and regulatory requirements
- internal risk management process (as per the previous section on Risk Maturity Assessment)
- information security processes
- fraud and corruption control systems
- business continuity
- the performance of the internal audit function.

Meetings were held on a quarterly basis.

Table 13: Membership of the ARMC

Name	Position	Meetings attended
Mr Mike Meintjes ¹	Chair (external)	4 ²
Mr Bruce Barbour ¹	External member	4 ²
Ms Jen O'Farrell	Chief Executive Officer	4 ²
Ms Sharon Loder	Senior Executive Officer (Crime)	4 ²
Mr Rob Hutchings	Executive Director, Corporate Legal	2
Mr David Caughlin ³	A/ Executive Director, Corporate Legal	1 ²
Ex officio members:		
Mr Alan MacSporran QC	Chairperson	3 ²
Invitees:		
Mr Brendan Clarke	CCC Internal Auditor	4 ²

Notes:

1. Mr Meintjes and Mr Barbour were remunerated \$6,000 and \$5,000 respectively.
2. The June ARMC meeting was a papers meeting. There was no virtual meeting or formal meeting because of COVID-19.
3. Mr Caughlin acted as Executive Director, Corporate Legal between 14 April and 30 June 2020 as Mr Hutchings ended employment with the CCC.

Internal audit

The internal audit function forms part of the CCC's governance and assurance framework, operating independently of the activities it reviews. The Internal Auditor provides independent advice and assurance to the CCC's executive and the ARMC regarding the effective and efficient use of CCC powers, assets and resources. The Internal Auditor is a qualified FCPA, accredited member of the Institute of Internal Auditors, Government Certified in Fraud Control and a graduate of the Australian Institute of Company Directors.

All audits are risk-based, comprising legislative and financial compliance audits, performance audits, project audits and information technology audits, to ensure that areas of highest risk are addressed in annual internal audit plans. The Internal Auditor reports directly to the CEO with the internal audit function operating under its own charter to ensure the CCC's policies, procedures, controls and practices are consistent with audit standards and the Code of Ethics prescribed by the Institute of Internal Auditors' International Professional Practices Framework. The Internal Auditor also has due regard to Queensland Treasury's Audit Committee Guidelines.

A number of internal audits were completed this year, including audits of:

- Vic Roads audit
- Fraud and Corruption Control
- Physical Security
- Social Media
- Proceeds of Crime
- Accounts Payable and Procurement.

The Internal Auditor also prepared a three-year Strategic Internal Audit Plan and an Annual Internal Audit Plan for 2020–23 and 2020–21 respectively. These plans were accepted by the Executive, endorsed by the ARMC, and approved by the Commission.

External audit

The CCC's financial statements were audited by the QAO in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2019–20 the CCC received an unqualified audit report.

External scrutiny

Oversight by the Parliamentary Crime and Corruption Committee

The PCCC is a bipartisan committee whose principal functions are to:

- monitor and review the performance of the functions, and the structure of the CCC
- report to Parliament on matters relevant to the CCC
- consider and give bipartisan support to the appointment of Commissioners and the CEO.

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

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

In 2019–20 the CCC met formally with the PCCC three times in both public and private meetings to discuss our current activities and performance. The scheduled meeting in April was not held due to COVID-19.

In late 2019, the PCCC announced an inquiry into the performance of our functions to assess and report on corruption complaints.

In May 2020, the PCCC resolved to incorporate this inquiry into the five-yearly review of the CCC's activities which commenced this year. This review will cover the jurisdiction, responsibilities, functions and powers of the CCC. The PCCC will consider public submissions and intends to hold a public hearing before tabling a report on its review by 30 June 2021.

Parliamentary Crime and Corruption Commissioner

The PCCC is assisted in its oversight process by the Parliamentary Crime and Corruption Commissioner, who investigates complaints against the CCC or our staff. The Parliamentary Commissioner may independently initiate investigation of a matter that involves, or may involve, the corrupt conduct of a CCC staff member. The Parliamentary Commissioner also conducts audits of CCC records and files.

In 2019–20 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
- reviewed intelligence data held by the CCC.

Where issues were raised by the audits and inspections, the CCC took appropriate action to address those issues. For information on audit reports see "Audits of our warrant records" on page 75.

Ministerial oversight

As required by section 260 of the *Crime and Corruption Act 2001*, the CCC provides six-monthly reports on the efficiency, effectiveness, economy and timeliness of our systems and processes to the Minister. The CCC also provides budget information to the Minister.

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* (Qld). 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 our coercive powers, including applications for warrants, in the review of our decisions and in deciding contempt of court matters in relation to CCC 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:

- CCC Chairperson – chair of the committee
- Commissioner of Police
- Principal Commissioner, Queensland Family and Child Commission
- Senior Executive Officer (Crime)
- 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 be unlawful — for example, buying illicit drugs. The committee comprises the Commissioner of Police (or a nominee), the CCC Chairperson and an independent member, presently a retired Court of Appeal judge, 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 his agreement.

Evidence Act 1977

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.

This year, six certificates were given by the Commissioner of Police on the basis that they was satisfied the

disclosure of the operative's identity had the potential to lead to safety concerns. One witness identity protection certificate issued by the Commissioner of Police was cancelled under section 21KB as the Commissioner no longer believed it was necessary to protect the identity of the operative as they were no longer required to provide evidence as a witness. No certificates were given by the CCC Chairperson.

Audits of our warrant records

The Commonwealth Ombudsman conducts inspections of the CCC's stored communications and telecommunications data records while Queensland's Parliamentary Crime and Corruption 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. In reports dated September 2019 and April 2020, the Parliamentary Commissioner noted that the CCC was compliant with our record keeping obligations under sections 14, 15 and 16 of the *Telecommunications Act 2009* (Qld) and our restricted records obligations under sections 18, 19 and 20 of the Act.

In November 2019, the CCC notified the Minister for Home Affairs of a discrepancy in the number of reported preservation notices in the 2018–19 annual report provided to the Minister under section 159 of the *Telecommunications (Interception and Access) Act 1979* (Cth). The CCC has since upgraded the preservation notice register to ensure future compliance.

In December 2019 the Commonwealth Ombudsman provided the CCC with a report regarding the August 2019 inspection of the CCC's records in relation to telecommunications data for the period 1 July 2018 to 30 June 2019. The CCC has adopted suggestions made by the Commonwealth Ombudsman regarding improving the

recording of quarantined data and training of officers as well as amending processes related to Journalist Information Warrants. The Ombudsman welcomed the CCC's proactive engagement with the inspection and noted the CCC's strong culture of compliance.

In November 2019 the Commonwealth Ombudsman conducted an inspection of the CCC's records in relation to stored communications for the period 1 July 2018 to 30 June 2019. The Ombudsman made a number of suggestions for improving record procedures in its February 2020 report. In response, we have upgraded our screening procedures for stored communication warrants and reviewed and updated forms to ensure sufficient information is provided. The Ombudsman welcomed the introduction of additional measures designed to ensure we comply with our obligations under the *Telecommunications (Interception and Access) Act 1979* (Cth).

The Parliamentary Commissioner also inspects the CCC's surveillance device warrant records on a six-monthly basis under section 362 of the *Police Powers and Responsibilities Act 2000*. The December 2019 report found the CCC fully compliant with our obligations in relation to surveillance device warrants.

The June 2020 inspection identified a typographical error in two warrants, and two instances in which the CCC's compliance reports included incorrect information, or did not include information required under the *Police Powers and Responsibilities Act 2000*. Steps were taken to address those compliance issues. The Parliamentary Commissioner also identified an opportunity for change to the CCC's process in respect of revocation of warrants, and an opportunity for legislative reform regarding extension or variation of surveillance warrants.

Overall, in 2019–20 the Parliamentary Commissioner was generally satisfied with our compliance with our obligations in respect of surveillance devices.

Table 14: Use of powers 2019–20¹

Description	Crime		Corruption	Proceeds of crime
	Investigation	Intelligence		
Notices issued to attend hearing	258	0	86	0
Notices to produce	143	0	0	436
Search warrants	26	N/A	25	N/A
Notices to discover information	N/A	2	384	N/A

Notes:

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

Managing our records

The CCC is committed to responsible management of records in line with the requirements of the *Public Records Act 2002*, and 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.

Recordkeeping responsibilities are communicated to all CCC staff during mandatory induction training, and are refreshed annually. The eLearning modules were updated in October 2019 and included recent changes to the Information Security Classification framework and updated content from QSA.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant and contemporary. There were no serious breaches of the agency's information security in 2019–20.

During the past year, we continued to evolve our recordkeeping systems, procedures and practices to support a digital workplace environment, in line with the Records Governance Policy released in June 2018.

In December 2019 we upgraded our records management system (eDRMS) to ensure ongoing compatibility with integrated software and increase system reliability. In addition to upskilling in the new system, we also provided regular eDRMS training, both formally and ad hoc, to ensure our staff remain skilled in this system.

New information security classifications

In response to revisions to the *Queensland Government Chief Information Office Information Security Policy* (IS18:2018), in August 2019 the CCC introduced a new Information Security Classification scheme. This scheme, aligned with the State and Federal classification system, reduced the number of classifications from five to four.

To prepare staff for this change, information sessions were held in the first half of 2019–20 and all staff completed two compulsory training models.

Retention and disposal of records

The CCC's records are retained in accordance with retention and disposal schedules approved by QSA. Following on from our progress last year, this year the CCC continued to identify and dispose of records in accordance with records disposal policies. Progress identifying and disposing records was delayed in March 2020 by the release of a new retention schedule related to abuse of vulnerable persons by QSA. The new schedules will allow Records Management to develop new streamlined processes around identifying and managing abuse and related records for the required life cycle. We are currently working through the implications and expect our records disposal project to be completed in 2020–21.

Transitioning to digital recordkeeping

In 2019–20, in support of our aim to build a digital workplace and reduce reliance on paper-based processes, the CCC continued the integration of eDRMS functionality into the CCC's operational processes. System enhancements and cooperative software have continued to be embraced to assist CCC staff in moving towards a paper-lite workplace.

On 1 October 2020, a new process for digitising records was introduced. This digitisation process reduces storage overheads while still adhering to required practices from the Records Governance policy. The digitisation of these records will allow them to be more discoverable and searchable using Optical Character Recognition capability. Ongoing changes to electronic processes have assisted us in our COVID-19 response allowing our staff to work remotely.

In November 2019 the CCC also developed a new electronic complaints intake procedure. This effectively reduced the reliance on paper-based records and physical files to zero, for this stream of records.