

Reducing crime and corruption in Queensland

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
- Inform public policy about major crime and corruption by providing independent advice to government
- Work with stakeholders to build corruption resistant public institutions through capability development, advisory, auditing and strategic intelligence services

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Focus area | Illicit markets of high value or high public impact

The CCC is concerned with illicit market activity that enables or involves the commission of serious and organised criminal offending, produces significant financial returns for those involved and delivers the most devastating impacts on Queenslanders, their families and community.

High value or high impact illicit markets include firearms trafficking, cybercrime, organised fraud, organised child sexual exploitation, and the distribution of illicit drugs. The latter of these markets is one of the most pervasive and recognised, causing serious health and social ramifications by increasing disease, mental illness, mortality, criminal offending, road trauma, and the economic cost for healthcare, law enforcement and the productivity of our communities.

Organised crime groups of all kinds are heavily involved in illicit market activities, coordinating and connecting individuals, resources and investment, with many participants based overseas or having strong overseas links, and access to global supply chains through international networks and facilitators. National and international responses are required to adequately deal with these threats.

Sophisticated business models, specialised systems and expertise are needed for organised crime groups to operate effectively. These include identity crime and corruption, the use of digital technologies and systems, and encrypted communications. Money laundering is one of the most significant and widespread enablers of organised crime and the use of professional facilitators provides organised crime groups with the critical expertise needed to hide their activities and conceal the profits by disguising financial transactions and protecting criminally acquired wealth.

The CCC's response to this area of focus includes:

- partnering with other law enforcement and intelligence agencies to investigate and disrupt criminal organisations
- undertaking intelligence focused investigations to enhance understanding of criminal organisations and opportunities to disrupt them
- undertaking investigations focused on identifying and seizing criminal assets and proceeds.

Due to the impact of crimes relating to illicit markets upon the broader Queensland community, this area of focus will remain a priority for the CCC in 2020–21.

Crime investigations

The CCC may undertake our own major crime investigations or may support other law enforcement investigations by contributing specialised financial and business analysis capabilities, or through the use of the CCC's special powers, including our hearings power.

Our major crime investigation focus for illicit markets is on the systems and expertise that enable criminal networks to build and thrive. During 2019–20, the CCC commenced six major crime investigations focused on illicit markets, with seven investigations finalising in the same period. As a result of those investigations, 42 people were charged with 172 offences including drug possession, supply and trafficking. Some of these charges were in connection with operations in which the CCC assisted the QPS.

In 2019–20 the CCC held 52 days of hearings and examined 53 witnesses to support and advance investigations by the CCC or the QPS that were focused on illicit markets. These investigations included:

- **Operation Romeo Vatic:** An investigation concerning a criminal network associated with the Gold Coast chapter of an Outlaw Motor Cycle Gang which had been engaged in the production and trafficking of methylamphetamine, MDMA and cannabis, and the regular transport of methylamphetamine from Sydney to the Gold Coast. The CCC examined five witnesses over four days and gathered evidence about who was involved in the network and the particular methodologies used by the network to avoid detection.
- **Operation Quebec Zing:** An investigation concerning a large-scale hydroponic production and trafficking of cannabis by a Brisbane criminal network using a network of “grow houses”. The CCC examined five witnesses over nine days and gathered significant evidence against the head of the network and the methodologies used to conceal multiple cultivations across several properties. As a result of the investigation 20 persons were charged with over 110 offences.
- **Operation Papa Acclaim:** An investigation concerning an organised criminal network engaged in cocaine trafficking in regional South East Queensland and alleged to be controlled by a prisoner from a Brisbane correctional centre. The CCC examined 12 witnesses over seven days and was successful in identifying the network’s methodologies and coded communications. The hearing also obtained evidence in relation to the shooting of one of the persons involved in the network and the identity of a person alleged to have been involved in the importation of cocaine. One witness who refused to answer certain questions during his examination was sentenced in the Supreme Court to seven months imprisonment for contempt of the CCC.

Intelligence operations and activities

Our specific intelligence operations and other intelligence activities enable us to use our powers, including our hearings power to assess and better understand the criminal activities in which organised crime groups and their participants are suspected of being involved, the methodologies and adaptations used by them to avoid detection by law enforcement, and to identify avenues for their productive investigation.

In 2019–20 the CCC finalised one specific intelligence operation focused on illicit markets, and undertook eight days of hearings in which eight witnesses were examined. The matter finalised concerned an investigation into violence and damage to property suspected to be related to Outlaw Motor Cycle Gang activities. The investigation produced more than 30 intelligence reports, 25 of which were disseminated to relevant State and Commonwealth law enforcement agencies and joint taskforces.

The CCC also finalised intelligence assessments into three high-threat criminal networks, including:

- **Project Whippet:** An assessment of a network alleged to be involved in distributing methylamphetamine and firearms in South East Queensland. The assessment produced 15 intelligence reports including those which were referred to the QPS to inform current investigations.
- **Project Morse:** An assessment concerning participants in organised crime networks allegedly being assisted by a facilitator to avoid detection by law enforcement. The assessment informed subsequent commencement of a larger operation.
- **Project Valida:** An assessment of a group alleged to be involved in drug trafficking in South East Queensland. The assessment produced six intelligence reports which were referred to the QPS and another interstate police service to support a current investigation.

This year the CCC also commenced two intelligence operations – one, following from Project Morse, examines the involvement of a communications provider in facilitating the criminal activities of a number of crime networks, and the other investigating a Brisbane-based drug trafficking network engaged in the importation and trafficking of multiple drugs to other drug networks.

Recovering the proceeds of crime

Recovering the proceeds of crime removes the financial benefit and support for serious and organised crime. This makes it a key prevention strategy of the CCC. The forfeiture of criminal assets not only reduces the incentive for engaging in criminal activity, but it also disrupts the business model for the criminal activity by preventing the reinvestment of illicit profits to support the ongoing enterprise.

The CCC receives referrals from the QPS and other law enforcement agencies to consider taking confiscation action under the *Criminal Proceeds Confiscation Act 2002* and may itself initiate proceeds of crime investigations and associated confiscation action. Table 1 provides a summary of all restraining orders and forfeitures that were made in relation to CCC confiscation matters including matters that concerned illicit market activities.

In 2019–20, the CCC assessed 99 opportunities to undertake proceeds of crime recovery action in relation to criminal proceeds alleged to be derived from serious crime related activity involving illicit markets. This represented 88.39 per cent of new matters considered for proceeds of crime action. In the same period, proceeds action related to illicit markets resulted in 51 restraining orders being obtained over assets valued at more than \$8.698 million and 38 proceeds forfeitures valued at over \$7.035 million.

As at 30 June 2020, the CCC had 91 active proceeds of crime cases related to illicit markets, with 56 cases restrained worth over \$26.218 million in assets.

Table 1: Summary of restraining orders and forfeitures made in 2019–20

	No. of matters assessed for confiscation action	No. of restraining orders	Total value restrained	No. of forfeitures orders	Total value forfeited to the State	Per cent of total value forfeited to the State
All CCC confiscation matters	112	53	\$8,994,886	39	\$7,181,107	100%
Illicit market confiscations	99	51	\$8,697,622	38	\$7,035,328	98%
Methylamphetamine confiscations	57	24	\$4,516,628	23	\$3,072,152	43%
Confiscations related to Outlaw Motor Cycle Gangs	20	8	\$1,111,317	6	\$2,729,215	38%

Crime research program

Proceeds of Crime units, including the one at the CCC, aim to disrupt illicit drug markets through the confiscation of property and funds. Confiscations are thought to work as a deterrent and punishment for those participating in illicit drug markets. However, debate exists as to how to best measure the effectiveness of proceeds of crime actions. Common practice is to measure the impact of proceeds of crime actions by comparing the amounts confiscated to operational costs to determine whether there is an overall financial benefit. However, some believe an index of potential impacts of disrupting reinvestment may provide a more representative measure of the effectiveness of proceeds of crime actions.

This year the CCC completed a project that produced a confidential research report on the business need for a proceeds of crime impact measure.

The report identified four approaches to measuring proceeds of crime action impacts. The feasibility of developing measures under each of those approaches was assessed against the capability and capacity of the CCC to undertake the work, the availability of the necessary data, and the cost. Two of the approaches were considered feasible and the CCC will commence a project to develop a measure in line with one of those approaches in 2020–21.

Action on Ice update

The Queensland Government's *Action on Ice* plan commenced in 2018 and reflects \$105 million investment over five years to reduce the supply, demand and harms from ice (methamphetamine) use. The CCC is committed to supporting the Queensland Government's plan by prioritising our investigations into high-threat criminal networks that are trafficking ice into Queensland. By disrupting these networks and removing the financial benefit of the sale of ice, we reduce the supply of this dangerous drug.

In 2019–20 the following operational activities were undertaken in relation to matters involving methamphetamine supply:

- Commenced three investigations (Operation Romeo Vatic, Operation Romeo Kazoo and Operation Romeo Amata)
- Finalised three investigations: Operation Accadia, Operation Papa Acclaim and Operation Romeo Vatic
- Examined 23 witnesses over 17 days
- Obtained 24 restraining orders with an approximate value of \$4.52 million
- Concluded 23 proceeds recovery actions resulting in approximately \$3.01 million forfeited.

Focus area | Crimes involving risk to, or actual loss of, life or serious injury to a person

The unlawful killing of another is the most serious offence in Queensland, attracting a maximum life sentence of imprisonment, which is mandatory in the case of murder. Offences causing death, or serious and permanent injury or disability, cause enormous grief to victims and their families, and are detrimental to the wellbeing and sense of safety of the community. They include serial or premeditated, violent sexual offending. Loss of life or serious injury as a result of terrorist activity unfortunately remains a real threat for Queenslanders.

Offenders often act alone but not always, and frequently offending involves domestic violence or organised crime. Offences of this kind that are difficult to solve are often the most complex crimes, are premeditated or highly planned, and involve multiple motivated suspects. CCC's coercive hearing powers are particularly effective in assisting the QPS in meeting these challenges.

Crimes which cause serious injury or loss of life have a devastating impact on families and the broader community. As we can contribute significantly in the progression of these investigations, this will remain an area of focus for the CCC in 2020–21.

Crime investigations

The QPS may seek the assistance of the CCC to help solve serious violent crimes and if needed, the CCC is able to respond to these requests at an early stage of a police investigation. We also undertake a large body of work in support of cold case murder investigations.

During 2019–20, the CCC commenced 17 investigations focused on crimes involving loss of life or serious injury to a person, with 17 investigations finalised this year.

The CCC held 95 days of hearings and examined 101 witnesses in relation to homicides and other serious violent crimes. These investigations included:

- **Operation Kilo Footwork 2:** In a cold case matter, the CCC held a hearing in relation to the disappearance and suspected murder of a woman at a property near Aratula in 2012. Although the primary suspect for the murder is now deceased, an associate had been identified as having removed and disposed of items from the crime scene, including an old mattress. The associate was called to a hearing in February 2020 and they confirmed that they had been asked by the suspect to remove various items from the property, although they maintained that they did so without any knowledge or suspicion of the woman's demise.
- **Operation Papa Senator 2:** Between October 2019 and February 2020, several witnesses were examined in relation to the stabbing murder of a 35-year-old man at Kuraby in October 2017. The hearing resulted in four previously uncooperative witnesses providing statements to police, strengthening the case against the man charged with this murder.
- **Operation Romeo Assertion:** The CCC held a hearing in relation to the non-fatal random shooting of an 18-year-old man in Surfers Paradise in June 2019. Three previously uncooperative eyewitnesses gave evidence identifying the shooter and describing his conduct. As a result the alleged offender was able to be charged for this offence.

- **Operation Romeo Mabble:** In late 2019, a hearing was held in relation to the suspected homicide of a 45-year-old man at Hervey Bay in September 2019. The man had been “king hit” outside a residence and later died of his head injuries. Uncooperative witnesses who were present at the crime scene were questioned about the circumstances of the assault and then provided statements to police. The alleged assailant was then charged with murder.
- **Operation Romeo Venator:** The CCC assisted in the investigation of the fatal shooting of a young woman while visiting the home of an Outlaw Motor Cycle Gang member in the Gold Coast hinterland in September 2019. The police investigation had not clearly established the identity of the shooter or the whereabouts of the firearm which had been removed from the crime scene before the arrival of police. Examinations were held over 14 days from October 2019 to March 2020. The hearing succeeded in identifying relevant witnesses, obtaining evidence of the circumstances of the shooting and the identity of the person who disposed of the firearm.
- **Operation Jupiter:** In late 2019, eight witnesses were questioned in a hearing as part of the cold case investigation of the strangulation murder of an 89-year-old man disturbed in his home at Runaway Bay in 1992. The hearing was successful in identifying an item of evidence taken from the crime scene and confirming evidence against the primary suspect. In February 2020, the primary suspect was charged with the man’s murder.
- **Operation Romeo Vatic:** The CCC assisted in the investigation of the murder by blunt force trauma of a 24-year-old pregnant woman at her home in Crestmead in September 2019. Her former de facto partner had been charged with her murder. In March, an associate of the defendant was called to a hearing after they expressed reluctance in providing information to police. The witness proved to be cooperative and provided information relating to the nature of the relationship between the defendant and the deceased and a possible motive for the assault.
- **Operation Romeo Trave:** In April – May 2020, a person was called to a hearing for questioning in relation to the murder by blunt force trauma and suspected strangulation of a 31-year-old pregnant woman at her home in Raceview in December 2019. Another man, who was the de facto partner of the deceased, had already been charged with the murder. The witness had been uncooperative with police and was suspected of possibly providing assistance to the defendant post-offence. At the hearing they proved to be cooperative and was able to explain satisfactorily their interactions with the defendant. The witness has since agreed to provide a statement in relation to the matter.
- **Operation Harvard:** The CCC was involved in a QPS investigation into the alleged murder of three young people in October 1978. The victims, who each had died of a gunshot wound, had been travelling together on an outback holiday when their bodies were found in a remote location just outside Mount Isa. The following month a male person was charged with stealing one victim’s motorcycle after it was found in his possession, but otherwise a suspect for the murders could not be identified. A CCC hearing was convened over two days in 2019 and two witnesses were examined, including one person who had been living interstate. The examinations assisted to test the credibility of the two witnesses and identify some further circumstantial evidence. At the conclusion of the hearing a man was arrested and charged with three counts of murder. Eight persons, who had previously been uncooperative with police, also provided statements.

Focus area | Crimes against children and vulnerable victims

Serious crimes against children and persons vulnerable by reason of old age, or physical or mental impairment are a priority for the CCC, and our coercive hearing powers may be engaged by the QPS to solve or prevent these crimes. They include homicide and grievous bodily harm, whether through violence, maltreatment or neglect, torture and crimes involving serious or organised child sexual exploitation.

Beyond the immediate implications of death and serious physical, cognitive and emotional injury, these crimes have enormous and immediate long-term impacts on victims, their families and communities, and lasting social and economic consequences.

Crimes against the vulnerable can be particularly difficult to prevent, detect or solve through conventional methods of enquiry or investigation. Offending often occurs out of sight, physical or forensic evidence is likely to be compromised or destroyed, and because offenders are often those who care for, or have authority over the victim, more than one suspect may be involved, and witnesses may be unwilling to cooperate with authorities out of fear, or because of their relationship with the offender.

The CCC has the capability to provide significant impact in investigating crimes against children and vulnerable victims. As a result, this will remain an area of focus for the CCC in 2020–21.

Crime investigations

The QPS may seek the assistance of the CCC to help solve crimes involving the death, serious injury or sexual abuse of children and other vulnerable victims.

During 2019–20, the CCC commenced seven investigations in relation to crimes against children and vulnerable victims, with seven investigations finalising in the same period.

The CCC held 23 days of hearings and examined 31 witnesses in relation to crimes against children and vulnerable victims. These investigations included:

- **Operation Quebec Saffron:** Between November 2019 and January 2020, the CCC called multiple witnesses to a hearing in Cairns and Brisbane to investigate the death of a 13-month-old baby boy in September 2018. The child had died of methylamphetamine toxicity and suffered extensive bruising, bite marks and broken bones. Police had charged the baby's mother with manslaughter, torture and indecent treatment of a child. The hearings resulted in important additional evidence being obtained to assist in this prosecution.
- **Operation Romeo Fuschia:** In September 2019, the CCC assisted in the investigation of the death of an eight-month-old baby boy at Ipswich in June 2019. The baby died of suspected dehydration and malnutrition while in the care of his mother and her partner. A twin brother who was found in the same condition was able to be brought back to health through medical treatment. Examinations undertaken were able to identify the level of care given to the twin boys in the weeks leading up to the death, and actions taken by individuals to dispose of evidence prior to the arrival of police.
- **Operation Romeo Security:** A hearing was held in October 2019 as part of the investigation of the alleged grooming and repeated rape and other sexual offences by a foreign national against a teenage girl over a period of several years. The offences were alleged to have occurred within Queensland and overseas. The purpose of the

hearing was to obtain passwords to various encrypted devices suspected to contain relevant evidence. The hearing achieved this purpose and relevant evidence was discovered.

- **Operation Romeo Tertiary:** In March 2020, the CCC held a hearing to aid in the investigation of the murder of a two-year-old girl whose body had recently been located buried near a weir in Chinchilla. The child was born in September 2014 but had not been seen since December 2016. Over time the mother had given multiple and inconsistent accounts as to the whereabouts of her daughter. Police had charged the child's mother and her partner with murder, torture and interfering with a corpse. A close family member was called to a hearing and provided additional information to that which they had earlier given to police about statements made by the defendants concerning the circumstances of the child's disappearance.
- **Operation Sierra Bathos:** In April 2020, the CCC held an urgent hearing, with examinations occurring in Brisbane and Maroochydore, concerning grievous bodily harm done to a three-week-old baby girl on the Sunshine Coast several weeks earlier. Medical evidence suggested that the baby had been subjected to a "baby shake" and had sustained permanent and life-threatening injuries. The baby's 28-year-old mother was the sole suspect. Numerous friends and relatives of the mother who had been living or associating with her in the weeks since the baby's birth were examined as to their observations of the mother's interactions with the baby, and key evidence was obtained. In April 2020 the mother was charged with one count of grievous bodily harm.
- **Operation Terne:** The CCC was involved in a QPS investigation into the alleged torture and grievous bodily harm of a two-year-old girl who presented at the Toowoomba Base Hospital in November 2018 with fractures to her shin, thigh and arm. The shin fracture was older than the other two and healing. The fractures to the thigh and arm were considered to be around five days old, likely to have occurred at the same time and as a result of high impact force that would have caused immediate pain and affected use of the limbs. The mother of the child and her partner were not able to explain how the injuries may have occurred. A CCC hearing was undertaken in Brisbane over three days, during which five witnesses were examined. The hearing resulted in information confirming the time-frame of the injuries and who may have inflicted at least the arm injury. Statements were also obtained from two previously uncooperative witnesses, supporting other evidence arising from the police investigation. Police continue to pursue lines of enquiry in relation to the matter.

Focus area | Corruption

The CCC investigates reports of corrupt conduct — in particular, more serious or systemic corrupt conduct — affecting Queensland public sector agencies. In 2019–20, we focused on three high-risk corruption areas:

- **Elected officials**
- **Misuse of confidential information**
- **Exploitation of public sector resources.**

Overall in 2019–20, the CCC received 3,327 complaints of suspected corruption involving 8,726 allegations. In comparison to 2018–19, this represents a 7 per cent increase in the number of complaints received. We assessed a total of 3,435 complaints, which represents a decrease of 2 per cent compared to 2018–19. In general, the number of complaints and allegations has been increasing across the past five years.

In addition to this, several investigations finalised this year (and which had been commenced in previous financial years) have been protracted and complex, especially those relating to the local government sector which accounted for 42 per cent of our corruption investigations. This resulted in an increase in the time taken for us to finalise the investigations. In 2019–20, we finalised 51 per cent of our corruption investigations within 12 months. This is below our Service Delivery Standard target of finalising 85 per cent of investigations within 12 months and is a decrease in performance compared to 2018–19 (80 per cent). However, we did finalise 74 per cent of our investigations within 18 months. When investigations relating to the local government sector are excluded, we finalised 72 per cent of investigations within 12 months.

In 2019–20, the CCC finalised 53 investigations which resulted in the charging of 22 people with a total of 112 criminal offences relating to corruption.

Through our investigations we identify opportunities to reduce corruption through prevention activities including making recommendations for reform, releasing targeted communications, undertaking audits and sharing publications. These activities can be broadly focused anti-corruption messages applicable to all our focus areas, or specific messages aimed at a certain area of corruption.

In 2019–20, we undertook the following prevention activities with a broad application to all our focus areas:

- In January 2020, following changes to the *Crime and Corruption Act 2001*, we updated *Corruption in focus: a guide to dealing with corrupt conduct in the Queensland public sector* and published two new fact sheets.
- In March 2020, we released a practical guide, *How to classify matters of corrupt conduct pursuant to section 40 directions*, after the identification of instances where agencies were not correctly applying this section of the *Crime and Corruption Act 2001*. This section sets out how and when particular matters must be reported to the CCC. This guide was based on our findings from an earlier audit reviewing whether agencies have been correctly assessing complaints.
- In June 2020, we published two Prevention in focus papers: *When does workplace bullying reach the threshold for corrupt conduct?* and *Current and emerging corruption risks: opportunities to detect, intervene and prevent corruption* to educate the broader public sector on these corruption related matters.

Further information about our prevention work specific to our areas of focus can be found on pages 39–41, 44 and 47.

In 2020–21, we are planning on undertaking an audit to review the assessment of corrupt conduct under sections 15, 16 and 40A of the *Crime and Corruption Act 2001*. This audit will evaluate the effectiveness of agencies' assessments of complaints about corruption and examine whether assessment decisions made by the QPS to not take action about a complaint until after a court hearing, on the basis that it is "interwoven with court", have been appropriate.

Elected officials

Elected officials must act with integrity and should not be motivated, or perceived to be motivated, by self-interest and exercise judgement that puts the interests of the public ahead of their own personal interests. Failure to demonstrate accountability and transparency in decision making can severely erode public confidence.

Improving integrity, accountability and transparency in Queensland's local government sector has been an area of focus for the CCC since 2018–19. During this time, our investigations have exposed a number of significant and systemic corruption risks. It is expected that the combined impact of our focused investigative, preventative and educational work will improve policy and legislation and increase awareness therefore reducing the incidence of corruption by elected officials.

This area will remain a focus of the CCC in 2020–21 as there is still more work to be done in this area, particularly in the local government sector. In addition to conducting and monitoring investigations, the CCC will continue to influence the improvement of governance and culture in local government authorities.

Table 2: Elected officials – complaints, allegations and investigations

Year	No. of complaints	No. of allegations	No. of CCC investigations commenced ¹
2019–20	170	345	10
2018–19	235	444	17
2017–18	212	584	34
2016–17	158	413	31
2015–16	122	272	4

Notes:

1. An investigation can encompass multiple allegations against multiple persons and vary in complexity.

Corruption investigations

Each year, the CCC receives hundreds of complaints of corrupt conduct relating to elected officials, with many complaints comprising multiple allegations. Each allegation of corrupt conduct is assessed by the CCC based on its merits. Those that progress to an investigation will either be investigated directly by the CCC or referred to another agency for investigation with oversight by the CCC.

As the CCC only investigates serious or systemic corruption, only a small proportion of complaints result in investigations by the CCC. Complaints against elected officials accounted for approximately 42 per cent of the CCC's overall corruption investigations in 2019–20. The most common allegations investigated related to misuse of authority, misappropriation and conflicts of interest. Complaints against elected officials decreased by 28 per cent in 2019–20 when compared to the previous year.

Since the introduction of elected officials as an area of focus, we have finalised 43 investigations resulting in 18 people (including five mayors) being charged with 40 criminal offences related to corruption.

During 2019–20, 10 new investigations commenced regarding the actions of elected officials across six separate councils and the Queensland Parliament. We also finalised 22 investigations and referred five matters to the reporting agency to investigate subject to monitoring by the CCC.

Significant outcomes during 2019–20 included:

- **Investigation Dugong:** A protracted investigation into allegations of corrupt conduct relating to the Moreton Bay Regional Council including allegations of official corruption, misconduct in public office, abuse of office, fraud and conflicts of interest. The investigation examined a variety of documents and interviewed a large number of witnesses resulting in the CCC jointly charging a councillor and a local businessman with the criminal offence of official corruption. In December 2019, the CCC additionally charged the then Mayor with two criminal offences relating to his private ownership of a parcel of land located within the electorate.
- **Investigation Corsair:** An investigation into allegations of corrupt conduct within the Doomadgee Aboriginal Shire Council. The investigation commenced after the CCC received a large number of separate complaints about the council, CEO and some elected officials. The investigation focused on a range of allegations including misconduct in public office, abuse of office, fraud and failure to declare and manage conflicts of interest. During the early stages of the investigation, the council terminated the employment contracts of both the CEO and Director of Corporate Services, with both subsequently departing the community. In February 2020, a 59-year-old man from Western Australia was extradited to Brisbane to face fraud, forgery and stealing offences arising from the investigation. This matter is still before the courts.

Table 3: 2019–20 Summary of outcomes – elected officials

Description	Number
Investigations commenced	10
Investigations finalised	22
People charged	5 ¹
Criminal charges laid	12 ²
Reviews commenced	10
Reviews finalised	15
Referred to a unit of public administration as a disciplinary matter	5
Referred to a unit of public administration to investigate subject to monitoring by the CCC	1
Prevention recommendations	32

Notes:

1. Includes two persons who are not members of a unit of public administration and includes one person where the CCC has referred a matter under s49(2)(a) of the *Crime and Corruption Act 2001* to the Office of the Independent Assessor recommending consideration of prosecution under the *Local Government Act 2009*.
2. Includes seven charges against a person who is not a member of a unit of public administration and includes one charge where the CCC has referred a matter under s49(2)(a) of the *Crime and Corruption Act 2001* to the Office of the Independent Assessor recommending consideration of prosecution under the *Local Government Act 2009*.

Corruption prevention

This year we aimed to influence the improvement of governance and culture in local government authorities through the release of publications, webinars and recommendations for reform.

In 2019–20, we utilised new technologies to engage with our stakeholders, specifically catering for those who are regional and remote.

State Government reform

In 2019, the CCC completed an assessment of allegations relating to a Minister's perceived conflict of interest between their official duties and the acquisition of a private property. The CCC did not commence an investigation into these allegations. However, during the assessment process we identified areas for legislative reform and areas to improve Cabinet's decision-making processes.

The CCC made five recommendations to Parliament to address these corruption risks.

We also commenced an investigation in December 2019 into allegations that a Minister interfered in the selection process of a school principal. The allegation was unsubstantiated. However, through the investigation the CCC discovered some concerning practices by the selection panel and other departmental officers which demonstrated systemic failures of governance, transparency and accountability. We tabled our report, *An investigation into allegations relating to the appointment of a school principal*, in the Queensland Parliament on 2 July 2020.

Local government reform

Operation Belcarra

In 2017, we released our report *Operation Belcarra – A blueprint for integrity and addressing corruption risk in local government* detailing 31 recommendations to improve transparency and integrity in Queensland's local government sector. This year the Queensland Parliament continued to implement reforms in response to these recommendations by passing a number of amendment bills.

Operation Yabber

Operation Yabber identified the risks involved when political staff and advisors inappropriately interfere in council business and do not effectively manage conflicts of interest. In January 2020, our public report relating to this investigation was tabled in Parliament and included recommendations for amendments to the *Local Government Act 2009* to ensure stricter governance and accountability in local government including:

- clarifying the responsibilities of mayors and councillors
- ensuring mayoral directions cannot be used to undermine the authority of Chief Executive Officers to carry out their responsibilities.

Community discretionary funding programs

In March 2020, we finalised our investigation into allegations of corrupt conduct relating to a councillor's use of discretionary funds from the Lord Mayor's Suburban Initiative Fund. Whilst this investigation did not substantiate any allegations, it did reveal the need for improved transparency, and clarification of the responsibilities of all individuals involved in this community discretionary funding program.

The CCC has written to the Chief Executive Officer of the Brisbane City Council recommending a number of procedural improvements for the Lord Mayor's Suburban Initiative Fund which would apply to all existing and any future community discretionary funding programs.

Conflicts of interest

In February 2020, we finalised our investigation into allegations of mismanaged or undisclosed conflicts of interest impacting on Moreton Bay Regional Council's Service Level Agreement with Moreton Bay Region Industry and Tourism Ltd.

The allegations were not substantiated, however, the CCC did identify a pattern of behaviour increasing the risk of corruption. To address this, the CCC made three recommendations to the Moreton Bay Regional Council to increase awareness of responsibilities and improve transparency:

- Discontinue private meetings before council meetings because it lacks transparency and has the potential to influence council decision-making

- Provide additional training to councillors and senior staff in the appropriate management and declaration of conflicts of interests, particularly when there is an insufficient number of councillors to reach a quorum on a matter before council
- Distribute an internal communique to councillors and staff when entering into a Beneficial Enterprise Agreement to explain the process and to improve transparency.

Audits

This year the CCC undertook an audit examining the conduct of councils and councillors in the use of discretionary funds, with a particular focus on the management of risk and probity.

The audit identified 11 areas for improvement and made an overall recommendation to move funds into specific community grants programs instead of having funds at the discretion of councils.

To help all councils in Queensland improve their corruption prevention activities, in October 2019 we published a summary audit report titled *Probity in councillors' use of councillor discretionary funds: An audit of councils and the local government department.*

We advised in our last annual report that our audit examining councillors' interests and use of information from within our *Corruption Audit Plan 2017–19* was delayed pending the enactment of legislation. This audit has been cancelled due to the Office of the Independent Assessor's work in capacity building/prevention for local government entities. The Queensland Integrity Commissioner and the Office of the Independent Assessor have developed a meeting aid and conflict of interest framework to assist councillors to make good decisions. There is also an aid for councillors to determine material personal interests and an aid to assist councillors to determine when they have a duty to report another councillor's interest.

Communications

In 2019–20, we undertook a number of activities aimed at reducing corruption risks relating to this focus area, including publications and direct contact with the public and public sector agencies.

Drawing on insights from our investigations, we released three Prevention in focus papers:

- Following our audit into councillors' use of discretionary funds, we identified a need to educate the public sector more broadly about the corruption risks associated with the use of discretionary decision-making powers. To achieve this we published *Discretionary decision-making powers: identifying potential corruption risks* in March 2020.
- Perceived or actual conflicts of interest are a common factor within corrupt conduct and corruption allegations. Public sector employees, including elected officials, have a responsibility to manage conflicts of interest effectively. However this responsibility is commonly misunderstood or misapplied. To educate public sector employees in this responsibility we released *Personal relationships, professional boundaries: how to manage potential corruption risks* in April 2020.
- Elected officials attempting to interfere in processes without proper authority can have serious consequences. To increase understanding of roles and responsibilities in local government, we published *Role clarity in councils: understanding the respective roles of Mayor and CEO* in June 2020.

Poor recordkeeping practices have been identified as both an enabler for corrupt conduct and a hindrance during investigations. In partnership with Queensland State Archives (QSA), we released two publications:

- In July 2019, we jointly released *Council records: A guideline for mayors, councillors, CEOs and council employees* which sets out the requirements for managing public records in a council setting.
- In April 2020, we jointly released *Public records: Advice for all employees of a public authority*, which was aimed at the public sector more broadly detailing the requirements and benefits of effective recordkeeping. We also released an associated video on this topic.

Our agile resourcing model allows us to quickly respond to emerging risks and connect directly with

the public and public agencies to reduce corruption risks. In 2019–20 we undertook the following activities to reduce corruption risks:

- Producing a [video](#), released on our YouTube channel, demonstrating the personal impacts of engaging in corruption as experienced by former Ipswich City Council CEO Carl Wulff who was charged with corruption as a result of the CCC's Investigation Windage
- Joining with the Office of the Independent Assessor and the Integrity Commissioner to facilitate a live-stream webinar to newly elected mayors and councillors around Queensland. This was subscribed to by 61 per cent of councils (47 of 77 councils). The 90-minute webinar covered matters including managing conflicts of interest, councillors' obligations regarding their registers of interest, and steps to ensuring that a council has a robust framework to manage and deal with corruption and misconduct
- Joining with the Electoral Commission of Queensland, the Office of the Independent Assessor and the Queensland Integrity Commissioner in the lead up to the 2020 local government elections to encourage candidates to conduct honest campaigns that were fair for all involved
- Joining with Australia's other anti-corruption Commissioners to issue a joint media release addressing practical measures to detect, expose and prevent corruption through building a strong anti-corruption culture and raising awareness of protections for those who call out corrupt conduct.

Misuse of confidential information

Queensland public sector agencies collect and store a wide range of private, confidential and sensitive information that employees use to carry out their duties. This information is held in trust for both the individuals concerned and the Queensland community generally. Public sector agencies must ensure that such information is protected against unauthorised access, use, modification or disclosure.

The CCC focuses on the misuse of confidential information because the security and privacy of sensitive data is of great concern to the community, and it is a significant corruption issue facing the Queensland public sector. The CCC deals with the issue of misuse of confidential information through investigations, reviews and audits, and by providing public sector agencies with corruption prevention materials and advice.

Misuse of confidential information occurs when a public sector employee accesses information held by the agency for private use or benefit, either for themselves or another person. Allegations relating to misuse of information may refer to accessing or disclosing official or private information without a legitimate reason, falsifying official records, acquiring or retaining information or records illegally, or inadequately safeguarding information.

As misuse of confidential information continues to be an ongoing issue in the public sector, this area will remain a focus of the CCC in 2020–21.

Table 4: Misuse of confidential information – complaints, allegations and investigations

Year	No. of complaints	No. of allegations	No. of CCC investigations commenced ¹
2019–20	923	1495	6
2018–19	603	1060	9
2017–18	492	762	15
2016–17	459	710	21
2015–16	438	713	22

Notes:

1. An investigation can encompass multiple allegations against multiple persons and vary in complexity.

Corruption investigations

Misuse of confidential information continues to be a significant corruption issue facing the Queensland public sector. In 2019–20, the CCC received 923 complaints relating to the misuse of information, representing 28 per cent of all complaints received, with 260 (28 per cent) of those complaints related to QPS officers.

During 2019–20, six new investigations commenced regarding the release of confidential information by officers of the QPS. Over the 12 months, nine investigations were finalised with eight persons charged with 15 criminal offences. A further eight recommendations for disciplinary action were made.

Significant outcomes during 2019–20 included:

- **Investigation Broadsheet:** A joint CCC and QPS Ethical Standards Command investigation into allegations concerning the release of protected information (related to surveillance device material). The complex investigation led to the charging of a detective who is alleged to have requested a media outlet to assist with an unauthorised investigative strategy and also released protected information relating to ongoing investigations. The detective was charged with two counts of Misconduct in Public Office and one count of Prohibition on Communication or Publication of Protected Information. The matter is currently before the courts.

Table 5: Summary of outcomes - misuse of confidential information

Description	Number
Investigations commenced	6
Investigations finalised	9
People charged	8
Criminal charges laid	15
Reviews commenced	110
Reviews finalised	116
Referred to a unit of public administration as a disciplinary matter	2 ¹
Referred to a unit of public administration to investigate subject to monitoring by the CCC	79
Prevention recommendations	38

Notes:

1. Two persons referred on eight disciplinary recommendations.

Corruption prevention

This year we harnessed our prevention capabilities to effect change aimed at reducing the inappropriate access to, and misuse of, confidential information in the public sector.

In 2019–20, we conducted research including holding public hearings to gather information and educated the public sector about this issue.

Recommendations for reform

Operation Impala

There have been several instances in recent years of public sector employees accessing personal information without a legitimate reason. In response to this, the CCC launched Operation Impala in August 2019 to examine improper access and dissemination of information within units of public administration.

In November 2019, the CCC held a public hearing examining how and why this issue is occurring, using case studies to identify opportunities for reform. In February 2020, the CCC tabled in Parliament its report from the public hearing, *Operation Impala – A report on misuse of confidential information in the Queensland public sector*, which included 18 recommendations designed to enhance the protections of personal data held by the Queensland public sector. This included recommending a new criminal offence that would make it easier to prosecute information breaches.

Communications

In line with our focus on the misuse of information within public sector agencies, this year the CCC released several corruption prevention publications.

In May 2020, coinciding with Privacy Awareness Week, the CCC published the *CCC Guide to assessing allegations about misuse of confidential information*. This guide aims to help public sector agencies identify and manage matters involving the suspected misuse of confidential information and to remind public servants of their responsibility to manage confidential and personal information in line with privacy and other laws.

Through our investigations we also identified a practice whereby confidential information was protected through the use of non-disclosure agreements in public sector agencies. We identified these agreements could be used to attempt to cover-up of wrongdoing either through misuse of the agreements by agencies or misunderstanding of the agreements by public sector employees. To provide education on this topic, in February 2020 we released the Prevention in focus paper *Use of non-disclosure agreements – what are the corruption risks?*

Exploitation of public sector resources

The exploitation of public sector resources has the potential to adversely impact all Queenslanders. When property or funds are diverted to a use that is not relevant to the performance of an agency's functions, this comes at a cost whereby other critical goods and services are not able to be provided by the agency. The types of conduct that are measured under this area of focus include misappropriation (fraud), stealing and like offences.

Using official resources appropriately is fundamental to public sector employees' legal and ethical obligations to act in the public interest, as mandated in the *Public Sector Ethics Act 1994*. Employees are required to use and manage public resources effectively, efficiently and economically. Poor management or misuse of official resources is a breach of public trust, and may result in disciplinary action or prosecution.

The resources most at risk include public funds, IT and communication technology, vehicles, plant, equipment and premises, consumables and fixed or movable assets, surplus and obsolete assets, allowances and other entitlements and work time.

In 2019–20, the CCC received 437 complaints about public sector resources being misused. This currently accounts for 13 per cent of all complaints received. These complaints related to public sector agencies including councils, government departments and schools.

As the exploitation of public sector resources continues to be an ongoing issue in the public sector, this area will remain a focus of the CCC in 2020–21.

Table 6: Exploitation of public sector resources – complaints, allegations and investigations

Year	No. of complaints	No. of allegations	No. of CCC investigations commenced ¹
2019–20	437	675	5
2018–19	452	816	15
2017–18	390	647	12
2016–17	338	470	13
2015–16	359	506	7

Notes:

1. An investigation can encompass multiple allegations against multiple persons and vary in complexity.

Corruption investigations

During 2019–20, 18 investigations were finalised resulting in eight persons being charged with 84 criminal offences.

Significant outcomes during 2019–20 included:

- Investigation Unbound:** A joint investigation with the Department of Education into allegations that employees and contractors were allegedly defrauding government funds from the Department. Commencing in 2018, the CCC conducted approximately 70 interviews, five search warrants, examined a variety of financial transactions and assessed a large amount of digital data. The CCC charged a senior officer with committing frauds of \$30,360 and \$362,626 and attempting to dishonestly gain \$2,500 whilst employed by the Department. Another employee was charged with committing a fraud of \$30,360 and attempting to dishonestly gain \$2,500 whilst employed by the Department. Three contractors were also charged, the first with committing frauds of \$33,000 and \$77,000, the second with committing fraud of \$30,360 and attempting to dishonestly gain \$2,500 and the third with committing fraud of \$362,636.
- Investigation Rebind:** An investigation into allegations of corrupt conduct within the Palm Island Aboriginal Shire Council which identified systemic issues regarding the recording of information and governance processes which created an environment in which corrupt conduct could emerge and flourish. The complex investigation involved the gathering of intelligence from over 400 sources, the interview of over 130 witnesses, the execution of 180 warrants/notices, the examination of many gigabytes of electronic data and the conduct of financial investigations which analysed thousands of transactions. The investigation to date has resulted in the charging of several high-level employees of the council, including the former Mayor and other associated persons, with the alleged commission of serious offences over a number of years including misconduct in public office, payment and receipt of secret commissions and 84 counts of fraud.

Table 7: Summary of outcomes – exploitation of public sector resources¹

Description	Number
Investigations commenced	7
Investigations finalised	18
People charged	8 ²
Criminal charges laid	84 ³
Reviews commenced	35
Reviews finalised	39
Referred to a unit of public administration as a disciplinary matter	4
Referred to a unit of public administration to investigate subject to monitoring by the CCC	32
Prevention recommendations	59

Notes:

- Some of the matters above are also captured and reported under Table 3: 2019–20 Summary of outcomes – elected officials.
- Includes one person who is not a member of the QPS or a unit of public administration.
- Includes one charge against a person who is not a member of the QPS or a unit of public administration.

Corruption prevention

To progress the outcomes of our investigations into exploitation of public sector resources, we have conducted audits to broaden our understanding and released publications to highlight specific corruption prevention lessons to public sector managers, staff and others.

Audits

Following on from our 2016 investigation into research fraud by two researchers from the University of Queensland, in 2019–20 we undertook an audit designed to evaluate measures that three Queensland universities had implemented to mitigate the risk of research fraud. Given the significant value of the research grants Queensland’s public universities received from Commonwealth and State Governments, identifying factors encouraging and enabling this offence, as well as building the capability to defend against it is an important task. We released a summary audit report, *Reducing the risk of research fraud*, designed to highlight the lessons learned and assist other agencies to deal with similar issues.

An increasingly significant area where there is opportunity for public sector resources to be misused is through timesheet and leave processes. Following a substantial increase in 2018–19 in allegations of timesheet and leave fraud, in 2019–20 the CCC decided to audit five agencies with increased risk of this type of corruption due to their work patterns or location. The audit identified five key areas for improvement and related prevention recommendations. We published a summary audit report, *Managing corruption risks associated with timesheet and leave activities*, to assist all agencies in the Queensland public sector to better understand and defend against this type of corruption.

We will continue to use our audit capability in 2020–21 to identify areas where public money is being inappropriately used within the public sector. There are two audits planned, one of local government procurement, and one of gifts and payments from industry.

Building upon our 2019 audit relating to procurement within Queensland Health, our planned audit of local government procurement processes will review selected councils’ procurement practices to identify if the correct regulations are being followed to ensure government money is spent fairly and transparently.

Our planned audit into gifts and payments from industry is focused on the receipt of benefits by workers within the healthcare industry. The government spends significant funds in the healthcare industry and there is an expectation that staff within this industry act in the best interests of their patients, free from any external influence. This audit aims to assess the management of and controls for reporting gifts and benefits by government-funded healthcare professionals.

Focus area | Stakeholder engagement

Early and effective engagement with public, community and government stakeholders is important to the CCC. Our key stakeholders include complainants, law enforcement agencies, and units of public administration, as well as Queenslanders living in urban and remote communities.

Through a focus on stakeholder engagement we are able to achieve:

- Improved understanding of the CCC's functions, and of the ways stakeholders can communicate with us
- Early identification of issues, reduced conflicts, and ability to tailor solutions to stakeholder concerns
- Improved reputation and relationships with organisations and the community
- Greater transparency of processes and opportunities for external opinions to be heard
- Enhanced ability to consider the interests and concerns of key stakeholder groups
- Improved access to knowledge, expertise, and perspectives of others including people in the local communities.

To effectively communicate with key stakeholders, the CCC undertakes various engagement activities including radio interviews, webinars, media releases, reports and guides. Our aim is to progressively enhance our engagement activities so that the CCC's stakeholders are informed, educated and empowered to act appropriately in the circumstances which they find themselves. Ultimately, we are focused on ensuring all our stakeholders always have the information they need, when they need it.

Crime Stakeholder Engagement Strategy

In 2019–20 the CCC developed a Stakeholder Engagement Strategy for our crime related functions with a view to enabling and sustaining meaningful engagement with stakeholders that creates value in our crime work. Our strategy is to integrate stakeholder engagement into our processes for decision-making for our crime work at all levels so that we:

- understand and respond appropriately to stakeholder issues and concerns (to improve transparency and accountability)
- manage strategic risk (to respond effectively to change and pressure in our operating environment)
- learn from our stakeholders (to improve our processes, identify material issues for operational success and develop innovative solutions and responses to them)
- pool resources, capabilities and solve problems (to achieve outcomes with our stakeholders that we could not achieve alone).

Our Stakeholder Engagement Strategy identifies who our stakeholders are (and why) and the purposes for, and processes by which, we engage with them. The methodology developed uses a systematic approach to a three-part stakeholder assessment that involves stakeholder mapping, identifying appropriate levels of engagement for each stakeholder, and developing a comprehensive stakeholder management plan.

The strategy also identifies how we monitor and evaluate the value of our stakeholder engagements and the overall objectives of the stakeholder engagement strategy, how we document and report on outcomes, and continuously improve our stakeholder engagement processes.

The Crime Stakeholder Engagement Strategy will be implemented from 1 July 2020. We will continue developing and maturing our stakeholder management plan and integrating stakeholder learnings into our strategic planning and the way we perform our crime functions.

Prioritising crime matters for assessment by the CCC

In 2019–20 the CCC also developed a Matter Prioritisation Model (MPM) for our crime related work, to assist our assessment and prioritisation of requests from our stakeholders, and other opportunities to undertake major crime investigations, confiscation action and related projects.

The MPM facilitates an assessment of the priority that is to be given to a matter based on public interest and stakeholder value criteria. Stakeholder value has two aspects: the importance of the matter to our key stakeholders, and the value of the matter to the CCC, having regard to our strategic objectives, areas of focus, operational and business plan commitments. The MPM criteria are considered holistically but there must always be a sound public interest rationale for the CCC's involvement in a matter and proper consideration of relevant human rights.

Following application of the MPM as part of an initial assessment of a matter, if an investigation or other action is approved, the MPM continues to be applied during the CCC's regular case and project reviews to ensure there is a strong rationale for our ongoing involvement in a matter and the appropriate level of priority it is given. The way in which the MPM was applied is also re-considered as part of the CCC's post-operational and project assessment processes.

The MPM supports the CCC's governance and oversight committee responsibilities, and informs the co-ordination of our crime work through our engagement with multi-stakeholder operational management committees, including:

- **the QPS Operational Review Committee** – reviews, prioritises and de-conflicts serious and organised crime operations undertaken by the QPS and the CCC
- **the QPS Operational Resource Committee** – prioritises resources and considers emerging serious and organised crime risks and issues
- **the Queensland Joint Management Committee (and associated sub-committees)** – coordinates cooperation between member Queensland and Commonwealth law enforcement agencies on serious and organised crime strategies within Queensland.

The MPM was implemented as a pilot between March and June 2020 and will be fully implemented from 1 July 2020.

Engagement with the QPS

With representatives from the CCC and the QPS Ethical Standards Command, the Joint Assessment and Moderation Committee (JAMC) aims to improve the timeliness and consistency in internal investigations of serious complaints against QPS officers. In 2019–20 the JAMC assessed 95 complaints.

The JAMC evaluates how each complaint is initially assessed and then agrees to a plan of action. This process gives both the CCC and the QPS an assurance that complaints are being appropriately assessed and clearly establishes the responsibilities of each agency. The JAMC draws on CCC allegations data and research to evaluate levels of risk. The analysis of allegations data assists the JAMC to assess whether an officer's complaints history is significant compared to that of their peers. The CCC continues to conduct research to better understand the importance of an officer's allegations history in assessing matters at the JAMC.

This year the JAMC also implemented recommendations arising from the evaluation of the JAMC process. As part of the CCC's continuous business development, the Commission determined to review JAMC processes and procedures. This was instigated to ensure that the JAMC was achieving its fundamental aims and that it was reflective of the needs of all of our stakeholders. The JAMC process and procedures were evaluated by the CCC research portfolio which conducted a structured review of JAMC using contemporary research methodologies.

The outcome of the review was that four recommendations were made. The primary recommendation was that the JAMC was of such a significant value to its stakeholders, and was integral to the police discipline reform model, that it should continue. The remaining recommendations were to improve the recording and the timeliness of key decisions, and internal governance by splitting JAMC into two specific tiers. These recommendations have now been fully implemented into the JAMC decision making model.

Investigation Consultation Process

The Investigation Consultation Process (ICP) is the second tier of the JAMC process. Since its commencement in 2017, the ICP has enabled the QPS and the CCC to collaborate on contemporary investigative methodologies in matters that are the subject of the CCC's statutory monitoring function. As part of the ICP, the progress of matters and the CCC's expectations regarding investigations and/or criminal, disciplinary and managerial processes are tabled. In addition, the QPS and the CCC can raise issues that are contentious or that impact on their resources so that an effective resolution may be achieved.

The ICP does not meet on every matter; a meeting is held when there is a stakeholder necessity or public interest in gaining a joint commitment to processes that will meet stakeholder expectations. During 2019–20, 11 meetings were held in relation to 18 matters.

Enhancing accessibility to the CCC's services and information

The CCC is committed to enhancing access to and understanding of our services and information. Throughout this year, we have implemented a range of initiatives to enhance the experience of the Queensland community when accessing CCC information.

To enhance the accessibility of information about our work, the CCC launched a refreshed website in September 2019. The new website delivers an enhanced digital experience for our stakeholders. The contemporary experience includes a mobile and tablet-friendly design to make accessing information about the CCC easier.

In December 2019, the CCC launched a [YouTube channel](#) to provide access to videos relevant to the CCC's work. As at 30 June 2020, there are 13 videos currently available on this channel, including an interview with the previous CEO of Ipswich City Council Carl Wulff, discussing the impact of being charged with corruption offences.

This year we further contributed to our agency's commitment to transparency by updating the public [Corruption Allegations Data Dashboard \(CADD\)](#). The CCC receives complaints about corrupt conduct from

members of the public and public sector agencies, and many of these complaints contain multiple allegations. When aggregated, allegations data provides useful and transparent information about corruption in Queensland.

The CADD is a tool which provides members of the public and public servants with the ability to view CCC corruption allegations data, learn about the number and types of matters received by the CCC, and identify agencies related to the allegations.

CCC Innovate Reconciliation Action Plan

In 2019, the CCC strengthened our long and ongoing relationship with Aboriginal and Torres Strait Islander shire councils, organisations, communities and individuals by developing and gaining endorsement of our inaugural [Innovate Reconciliation Action Plan \(RAP\)](#).

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

Since launching our RAP, the CCC has remained committed to achieving the objectives of the plan. The CCC RAP provides a framework to advance the CCC's contribution to reconciliation by developing and implementing strategies to build respectful relationships and create meaningful opportunities with Aboriginal and Torres Strait Islander peoples.

RAP outcomes in 2019–20

The Innovate RAP covers January 2019 to December 2020 and includes 15 action areas with more than 70 deliverables. The current focus is on raising awareness of the CCC RAP within our agency, increasing staff participation in events supporting reconciliation, and developing and implementing an Engagement Plan. This plan will guide our commitment to work in partnership with the Aboriginal and Torres Strait Islander communities to ensure our services are culturally responsive and safe and equally accessible to everyone.

As of 30 June 2020 more than 80 per cent of RAP initiatives are either completed or underway. Key initiatives delivered in 2019–20 included:

- Becoming a member of the Career Trackers program, offering a summer and winter internship to an Indigenous student to promote Aboriginal and Torres Strait Islander staff employment pathways at the CCC
- Becoming a member of Supply Nation, a network that supports Indigenous businesses and helps agencies develop sustainable and effective supplier diversity programs
- Delivering a new award within the annual staff PAICE Awards to recognise staff for their contributions to reconciliation, with over 60 staff members receiving team and individual nominations
- Continuing to engage with internal and external stakeholders to build on existing relationships and foster greater understanding of contemporary and historical issues impacting Aboriginal and Torres Strait Islander peoples
- Establishing a NAIDOC and National Reconciliation Week Committee to guide the CCC's involvement and contribution to these important events.

Engagement

Participation in our Chairperson's "listening tours" continues to support the CCC's commitment to reconciliation by providing a forum to develop and maintain mutually respectful relationships with councils and organisations in regional areas. During these visits, CCC representatives meet with councils and community organisations to discuss the role of the CCC, to promote ways to work better together in remote and regional areas and to learn about law and justice issues affecting the community.

In August 2019, our Chairperson together with the Director Intelligence and our Indigenous Advisor visited Bamaga and New Mapoon, meeting with representatives from the Northern Peninsula Area Regional Council and other local community organisations as part of this program. This visit enabled us to enhance our understanding of the challenges facing the council members and enabled the community to enhance their understanding of our prevention efforts.

In response to the COVID-19 travel restrictions, we ceased visiting remote communities in person and began engaging online. We intend to continue the listening tours once the restrictions are eased.