About us

Our vision, purpose and values

Our vision

Safe communities supported by fair and ethical public institutions.

Our purpose

We are an independent agency combating major crime and reducing corruption for the benefit of the Queensland community.

Our values

Our values underpin everything we do.

People

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

Accountability

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

Integrity

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

Courage

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

Excellence

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

Key facts and figures

335 full-time equivalent employees

$64.9 M annual budget

3,681 complaints of suspected corruption assessed

4 people charged with **67** criminal offences
relating to corruption investigations

43 days of hearings with **51** witnesses examined
relating to corruption investigations

64 recommendations for disciplinary action relating to
33 people following corruption investigations

2 corruption audits completed

203 corruption prevention recommendations made

23 people charged with **468** criminal offences
relating to crime investigations

190 days of hearings with **177** witnesses examined
relating to crime investigations

237 law enforcement intelligence disclosures

33 confiscation matters concluded with
$8.688 M proceeds of crime forfeited to the State of Queensland

Who we are

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

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

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

Today's CCC investigates major crime and corruption, has oversight of both the police and the public sector, recovers the proceeds of crime and is responsible for Queensland's witness protection program.
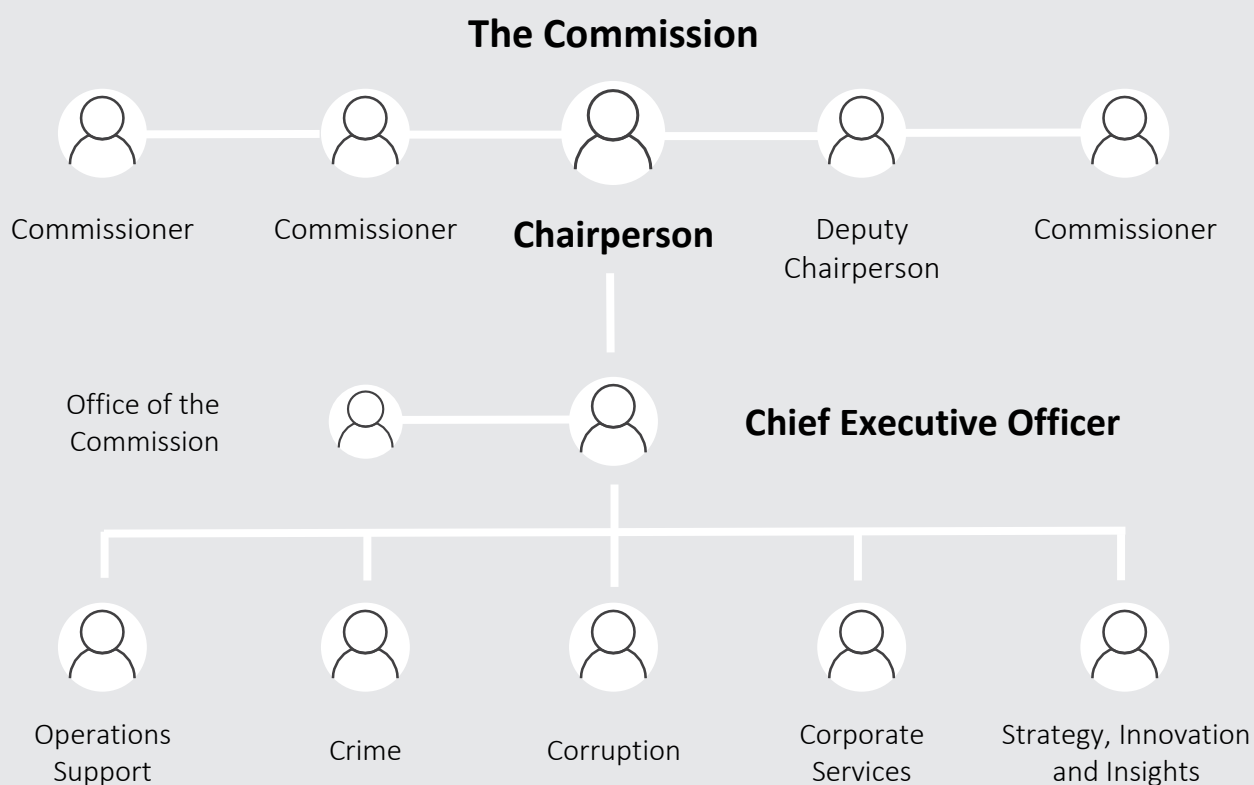
Our work includes:

- investigating major crime, criminal paedophilia, terrorist activity and serious crime

- receiving, assessing and investigating complaints of corruption

- developing strategies to prevent major crime and corruption, and

- undertaking intelligence activities and conducting research on crime, corruption, policing and other relevant matters.

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

- *Criminal Proceeds Confiscation Act 2002*

- *Police Powers and Responsibilities Act 2000*

- *Telecommunications Interception Act 2009*

- *Telecommunications (Interception and Access) Act 1979* (Cth)

- *Witness Protection Act 2000*

Our organisational structure

The Commission

Commissioner Commissioner **Chairperson** Deputy Chairperson Commissioner

Office of the Commission

Chief Executive Officer

Operations Support Crime Corruption Corporate Services Strategy, Innovation and Insights

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

Crime division combats and prevents major crime, including organised crime, paedophilia, terrorist activity and serious crime, and recovers the proceeds of crime.

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

Corporate Services division supports our operational functions through providing high-quality services, including performance reporting, governance, financial management, human resource management, corporate communications, business systems support, security, information and communication technologies (ICT), facilities and procurement services.

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

Our stakeholders and partners

The **Queensland public** is our key stakeholder — we focus our efforts on crime and corruption that causes the most detrimental impacts to our communities.

Queensland public sector agencies, including public sector departments and agencies, Queensland's other integrity agencies, the Queensland Police Service, local governments and government-owned corporations and universities, work with us to investigate and prevent crime and corruption in Queensland.

The **Parliamentary Crime and Corruption Committee** oversees our performance and activities and deals with complaints against us.

The **Parliamentary Crime and Corruption Commissioner** undertakes audits and inspections of our compliance with statutory obligations.

Queensland's **Attorney-General and Minister for Justice, Minister for Women, and Minister for the Prevention of Domestic and Family Violence** allocates our budget and monitors our efficiency, effectiveness, economy and timeliness.

The **Public Interest Monitor** monitors our compliance with key legislation, including examining our applications for covert search warrants and surveillance warrants.

The **Queensland Audit Office**, the **Office of the Information Commissioner**, and the **Queensland Ombudsman** all have a role in monitoring or examining our performance and compliance with statutory obligations.

The **Office of the Director of Public Prosecutions** conducts independent prosecution of matters arising from crime and corruption investigations and assists with proceeds of crime litigation resulting from our crime and corruption investigations.

We also work closely with **state and national law enforcement and anti-corruption agencies** by participating in joint investigations, sharing intelligence products and operational resources, and using our coercive powers in support of other agencies' investigations.

Our interstate partners

New South Wales

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

Victoria

- Independent Broad-based Anti-Corruption Commission
- Victoria Police

South Australia

- Independent Commissioner Against Corruption
- Office for Public Integrity
- South Australia Police

Western Australia

- Corruption and Crime Commission
- Western Australian Police Force

Tasmania

- Integrity Commission
- Tasmania Police

Northern Territory

- Independent Commissioner Against Corruption
- Northern Territory Police

Australian Capital Territory

- Australian Capital Territory Integrity Commission

Our Commonwealth partners

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

How we work

Fighting major crime

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

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

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

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

Exposing corruption

We investigate the most serious and systemic corruption within the Queensland public sector[1], which can divert critical resources away from our community and fuel distrust in our government.

Corruption is defined under the *Crime and Corruption Act 2001* as corrupt conduct and police misconduct and includes a range of actions where influence, confidential information or official resources are used for personal gain. Common examples of the matters we manage include fraud and theft, excessive use of force/assault, extortion, unauthorised access to confidential information, and favouritism.

Complaints containing one or more allegations of corruption are the principal starting point for most of our investigations. Trends in complaints can be a significant indicator of emerging corruption risks and issues across the public sector.

We may refer a complaint to another agency when, for example, the agency has capacity to investigate the complaint, they are actively investigating related matters, or they are better equipped to investigate the complaint. Complaints may also be referred to agencies that have jurisdiction to deal with the matter under their own statutory framework.

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

Preventing crime and corruption

We undertake a range of prevention activities with the aim of reducing the incidence of major crime and corruption within the Queensland community. We work collaboratively with our key stakeholders (see pages 10 to 11) by sharing information and building capability for identifying and preventing major crime and corruption.

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

We strive to prevent public sector corruption by undertaking research and prevention activities into areas of high corruption risk. We produce advisory materials to highlight areas of concern and guide public sector responses by sharing lessons learnt from our assessments, investigations and audits. Our prevention work encourages ongoing commitment to ethical behaviour and transparency across the entire public sector.

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

Our powers

Coercive powers

We can hold hearings, compelling witnesses to attend where they must respond to questions, even if the answer is self-incriminating. We also have the power to compel people or agencies to produce records or other items.

Our hearings power allows us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of how organised crime involvement in criminal activity.

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

Power to conduct a public inquiry

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

Limits to our powers

We investigate matters and gather evidence but do not determine guilt or undertake disciplinary action. Queensland Police Service officers seconded to our agency retain their police powers. These officers may charge an individual with one or more offences based on sufficient evidence, reasonable prospects of a successful prosecution, and if such action is considered to be in the public interest.

Where charges are laid, the prosecution will be conducted by a Queensland Police Service prosecutor or the Office of the Director of Public Prosecutions, depending on the jurisdiction in which proceedings are commenced and the seriousness of the alleged offences.

Following a corruption investigation, we may also refer matters to the head of a public sector agency for consideration of disciplinary action.

Message from the Chairperson

It gives me great pleasure to present the 2020–21 Annual Report for the Crime and Corruption Commission. I am proud of our achievements over the past 12 months despite the significant challenges we have faced as individuals, and as an agency, due to the COVID-19 pandemic. This report details how we continued to operate as a unified, collaborative agency to progress our 2020–24 Strategic Plan objectives.

Targeting professional facilitators and enablers of crime

Throughout this year, we achieved significant outcomes from our continued focus on the enablers of major and organised crime.

Operations Jackal and Mercury investigated allegations that legal professionals were facilitating the criminal activities of their clients. Combined, the two investigations resulted in the charging of a range of legal professionals, their clients and associates with over 400 offences, including money laundering, fraud, and possession of dangerous drugs. In Operation Mercury alone, a solicitor from a Brisbane-based law firm was charged with 110 offences. The scale of the alleged offending that we uncovered in these operations has clearly demonstrated the value of our continued focus in this area.

By directing our efforts towards the systems and expertise that enable or facilitate serious crimes we have been able to identify and exploit criminal network vulnerabilities.

For example, in April 2021, following an investigation into the supply of encrypted communications devices, we charged a person with money laundering, structuring cash payments to defeat mandatory reporting protocols, and attempting to pervert the course of justice. We uncovered that the person had supplied more than 500 encrypted communication devices across 32 separate suspected organised crime groups, predominantly to persons engaged in trafficking dangerous drugs, and had acquired more than $1.75 million in proceeds, as part of his activities.

Recovering the proceeds of crime

We continue to make Queensland a hostile place to engage in crime for profit and acquire criminal wealth by targeting high profit, high impact crime. We work closely with the Queensland Police Service and the Office of the Director of Public Prosecutions to identify and litigate proceeds of crime matters, as well as the Public Trustee of Queensland (who holds and disposes of restrained property).

In 2020–21, we obtained 42 orders restraining $20.159 million in assets, and 33 orders to permanently forfeit $8.688 million in assets to Queensland's consolidated revenue fund so it can be reinvested into the community.

In one instance, we obtained an order for $2.66 million in assets to be forfeited to the State of Queensland arising from a Queensland Police Service operation into alleged cannabis trafficking.

Enhancing our future investigative outcomes

In parallel with the large amount of work that goes into our major crime operations, this year we also focused on understanding the evolving criminal environment in which we operate. We undertook several projects to enable us to identify and develop the key capabilities required to respond effectively to the technological and professional nature of serious and organised crime. We undertook an assessment of money laundering to gather insights into the extent and nature of this activity within our community; we advanced our capability to investigate cryptocurrency-enabled crime; and we examined the impact our proceeds of crime actions have in disrupting criminality so that we can refine our approach.

Already we are seeing outcomes from these critical capability projects, including facilitating an order to restrain a cryptocurrency account, known as a 'Coinjar', in December 2020.

Uncovering misuse of authority and gender discrimination within recruitment practices

In our milestone report tabled in the Queensland Parliament in May 2021, we detailed how the Queensland Police Service's well-intentioned 50/50 gender recruitment strategy resulted in discriminatory recruitment practices from December 2015 to around October 2018. Our investigation was crucial in uncovering the extent of unethical behaviours arising largely from the organisational culture at the time.

In our report on the matter, we recommended disciplinary action against multiple individuals, as well as 31 procedural recommendations that are currently being progressed by the Queensland Police Service. Importantly, all public sector agencies can learn from the findings in our report, as none are immune from this type of corruption risk.

Responding to allegations relating to elected officials

A significant number of the corruption allegations we received in the past two years have related to the misuse of authority. Of particular concern are allegations that relate to elected officials and officers of the Queensland Police Service.

For example, in 2020–21, we examined allegations the Premier's former Chief of Staff used his position to obtain a grant from the government investment fund for a company in which he was a shareholder and director. Our investigation (Keller) uncovered how the Premier's former Chief of Staff failed to fully and accurately disclose his non-pecuniary interests in accordance with his legislative and policy obligations, and that such failure would have provided grounds for consideration of disciplinary action had he not resigned from his position.

Our report was tabled in the Queensland Parliament in September 2020 and included five procedural recommendations to improve transparency and governance relating to declaring and managing conflicts of interest, along with a recommendation to amend the *Integrity Act 2009* to impose an obligation to disclose any advice received from the Integrity Commissioner to the designated person's reporting supervisor.

Understanding emerging public sector corruption risks

During Investigation Keller, we identified corruption risks arising from the crossover between public and private entities. To better understand these risks, we commenced a project to examine public and private sector relationships, including interactions by lobbyists and contractors.

In March 2021, to enable a collaborative discussion about corruption risks, we co-hosted the inaugural Integrity Summit, with the Queensland Integrity Commissioner and the South Australian Independent Commissioner Against Corruption. The summit's theme was 'Lobbying and the public sector' with discussions focused on what integrity agencies can do to ensure public confidence in the decisions being made on their behalf by public servants and elected officials.

To expand our understanding of corruption perceptions and risks in the Queensland public sector, we surveyed employees of public service departments in May 2021. The knowledge gained will build on last year's survey targeting local government employees, with survey results informing our ongoing corruption prevention work to improve integrity and transparency within the sector.

Looking to the future

Our future program of work will ensure we continue to expose serious and systemic corruption and advance major crime investigations as the criminal environment in which we operate becomes more sophisticated and technologically enabled.

In terms of our operational focus, many of our long-term objectives and associated areas of focus remain relevant to achieving our organisational vision. Next year, our corruption area of focus will shift to encompass offences involving the misuse of authority — the second highest category of complaints behind failure of duty.

Importantly, none of these achievements would be possible without the continued efforts of our people. I take this opportunity to thank each of them for their contribution as we continue to work through the challenges of this ongoing pandemic. Their resilience and adaptability has been truly commendable.

Alan MacSporran QC
Chairperson

Message from the CEO

As for many organisations, 2020–21 continued to present unique challenges for our agency. Our organisational agility has been instrumental in streamlining our response to the COVID-19 pandemic and enabling us to successfully deliver our major crime, corruption, proceeds of crime, and witness protection functions. Each year we attempt to build on our successes and this year was no different. We continued to effectively balance our operational priorities with our support for our people and build our organisational capabilities to prepare for the future.

Enhancing our critical capabilities

Strong investment in recent years has positioned us as an early adopter and leader in digital resilience and innovation; provided 'anywhere, anytime' network access through cloud technologies; and enhanced our intelligence gathering, forensic computing and data and insights capabilities.

Central to our achievements has been the outstanding resilience and determination of our people. They have shown true commitment in delivering our crucial services that are designed to keep our community safe. Our multidisciplinary teams bring together diverse skills and perspectives and are one of the keystones of our success.

We recognise that our people are our most important asset and critical to our success, which is why in 2020–21 we invested in:

- fostering adaptable, confident and capable leaders who can guide our agency through change
- building our cultural awareness capabilities to further promote our inclusion and diversity strategies, and
- maintaining a strong governance, risk and compliance culture through further investment in our online workplace compliance training system (CCC Learning).

As part of our Reconciliation Action Plan (RAP), we have made a commitment to engage all commission officers in continuous cultural learning opportunities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements.

Strategically connecting our people, insights and technologies

Despite the significant challenges posed by the COVID-19 pandemic in 2020–21, we continued our investment in initiatives to build critical capabilities and connect our people with insights and technologies.

Last year, we developed our Workforce, Digital and Insights Strategies, including roadmaps to guide our program of work and create an engaged workforce with the tools to make efficient insight driven decisions.

Evolving our workforce for the future

In the first year of our Workforce Strategy (2020–24), we enhanced our capabilities, processes and systems to better support our workforce now and in the future.

We launched a new approach to measure our people's engagement and experience, rebuilt our recruitment and selection processes and are reviewing our policies and employment conditions to position our agency as a great place to work.

To assist us to understand and prepare for the future of our work we are embedding new decision criteria into our strategic planning cycle and to lead our people through the changes ahead, we are building agile leaders, empowered by technology.

These initiatives enhance and refine our existing programs that are focused on engaging, developing and supporting our people.

Creating smarter, simpler and more effective services

This year, we accelerated our digital transformation guided by our Digital Strategy (2020–24). We commenced a new program of work – the Continued Digital Enablement Program — to protect and enhance our investment in digital maturity and build on the success of our initial investments that we have made as part of the Digital Workplace Program.

With the significant change and uplift in digital maturity our agency has undergone in the last two years, it became imperative to develop a value-chain oriented operating model that considers people, process, and technology. Our Digital Operating Model features digital governance, demand management, and service delivery and support. We will shortly be reviewing the impact of the proposed model and looking to implement it in concert with a defined service catalogue that aligns roles and responsibilities with service delivery functions.

These initiatives aim to ensure our information technology architecture continues to be resilient and provides the foundations for our future.

Empowering our people with data, insights and innovation

Our Digital and Workforce Strategies are enhanced by the initiatives in our Insights Strategy (2020–24). This year we developed a Data Governance Strategy to establish our strategic intent, vision and focus for future enhancements and lay the foundation for future capability uplift through delivering a modern, cloud-based data warehouse infrastructure and analytics environment.

This year, we also developed an Integration Strategy (2021–25), which underpins the ongoing delivery of our Digital and Insights Strategies through strategically connecting our information and systems to improve our ability to use data to solve existing and emerging challenges. In parallel with the development of this strategy, we also developed an Enterprise Architecture Blueprint to guide future integration by defining the complex IT landscape within our agency, and a roadmap to integrate our enterprise network and operational technology networks to enhance security and efficiency.

These investments continue to strategically position us for the future, by ensuring our digital platforms remain contemporary, sustainable, secure, and fit-for-purpose.

Looking ahead

In the coming year, we will be focusing on delivering against the ambitions set in our Workforce, Digital and Insights Strategies.

We will continue to focus on building our critical organisational capabilities and continuing our commitment to staff development, growth, and wellbeing.

Our current and future workforce is, and will continue to be, comprised of people who are focused on achieving our purpose. The work of the CCC requires people who work well under pressure, who are innovative, who are creative, detailed and resilient. We will continue to invest in them, because the Queensland community who we serve, deserve a well-resourced, capable and committed crime and corruption commission.

Jen O'Farrell
Chief Executive Officer

Our strategic objectives

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

Our 2020–24 Strategic Plan provides the foundation for this annual report, as we track our progress this year against our strategic objectives, and areas of focus. Our Strategic Plan aligns with the objectives in *Unite and Recover – Queensland's Economic Recovery Plan*, in particular, safeguarding people's health and jobs by keeping Queensland pandemic-ready, and delivering world-class frontline services in community safety.

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

Our key strategies to progress this objective are to:

- advance major crime investigations and help the Queensland Police Service solve major crime

- remove the financial benefit and support for serious criminal offending

- investigate and oversee investigations into serious and systemic public sector corruption and police misconduct

- work with stakeholders to build corruption resistant public institutions, and

- inform public policy about major crime and corruption by providing independent advice to government.

OBJECTIVE: Build our organisational capability

Our key strategies to progress this objective are to:

- develop capabilities to create a healthy, collaborative and innovative culture

- modernise and embed changes to our assets, systems, processes and workplace, and

- leverage data and information to become an insight driven agency.

Our areas of focus for 2020–21

In 2020–21, we had six areas of focus related to our strategic objectives:

- illicit markets of high value or high public impact
- crimes involving risk to, or actual loss of, life or serious injury to a person
- crimes against children and vulnerable victims
- corruption involving elected officials, misuse of confidential information, and exploitation of public sector resources
- stakeholder engagement, and
- critical organisational capabilities including digital, analytics and workforce planning.

Our strategic opportunities and risks

To ensure we meet our strategic objectives, we manage strategic risks and promote 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 our values
- promoting a safe work environment — actively supporting a safe and healthy work environment, and
- building a culture that respects, promotes and protects human rights — decision-making and actions are compatible with human rights.

Measuring our performance

We evaluate our performance toward the objectives in our 2020–24 Strategic Plan against the following performance measures:

- improved public confidence in our work
- improved investigative outcomes
- improved stakeholder engagement
- improved staff engagement and wellbeing, and
- improved systems and analytics capability.

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

Our Service Delivery Statement

As part of the Queensland State Government Budget process, each year we prepare a Service Delivery Statement detailing the high-level service our agency provides to the Queensland community. This statement includes our service standards which are the effectiveness and efficiency measures used to assess our performance.

The 2020–21 Queensland State Budget Service Delivery Statements are published online.

Our service standards and results are provided on page 22.

2020–21 at a glance

OBJECTIVE: Reduce the incidence of major crime and corruption

Improved investigative outcomes

- Received 3,490 complaints of corruption
- Finalised 29 corruption investigations and 32 crime investigations
- Investigated allegations of exploitation of public sector resources by employees of the Palm Island Aboriginal Shire Council (page 42) and fraud by two employees of the Department of Education (page 48)
- Our report, *Investigation Arista: A report concerning the investigation into the Queensland Police Service's 50/50 gender equity recruitment strategy*, was tabled in the Queensland Parliament (page 39)
- Our report, *An investigation into allegations relating to the appointment of a school principal,* was tabled in the Queensland Parliament (page 44)
- Our report, *Investigation Keller: An investigation into allegations relating to the former Chief of Staff to The Honourable Annastacia Palaszczuk MP, Premier of Queensland and Minister for Trade,* was tabled in the Queensland Parliament (page 41)

- Disrupted criminal networks through targeting:
  - legal and financial practitioners facilitating money laundering (Operations Mercury and Jackal, pages 29–30) and illicit drugs trafficking (Operation Romeo Amata, page 30), and
  - an encrypted telecommunications distributor facilitating drug trafficking and money laundering (Operation Morse, page 30)
- Worked with the Queensland Police Service to disable a drug trafficking network (Operation Quebec Resolution, page 30) and to advance or solve 17 homicide investigations, including 5 homicides of children (pages 36–37)
- Restrained $20.159 million and secured court orders forfeiting $8.688 million in proceeds of crime (page 32)
- Enhanced future investigative outcomes by:
  - building our capacity to investigate cryptocurrency-enabled organised crime (page 28)
  - assessing Queensland's money laundering risk environment (page 29), and
  - assessing the disruptive impacts of proceeds of crime outcomes (page 31)

Improved stakeholder engagement and public confidence in our work

- Refreshed our agency-wide Stakeholder Engagement Strategy, developed a Corruption Strategy, and implemented a Crime Stakeholder Engagement Strategy to embed a consistent approach to our stakeholder engagement activities (pages 50–53)
- Participated in law enforcement forums and working groups that deliver outcomes for the *National Strategy to Fight Transnational, Serious and Organised Crime* through joint operations, coordination of local strategies and collaboration (page 51)
- Progressed activities to share valuable information with our law enforcement partners including co-developing a *Drug Guide 2021* with the Queensland Police Service (page 30) and disseminating a law enforcement guide about an encrypted communications platform (page 28) and several information reports
- Investigated ways to improve service delivery and access for Aboriginal and Torres Strait Islander peoples (page 60)
- Co-hosted an inaugural Integrity Summit to promote inter-agency discussion of corruption risks (page 43)

- Undertook audits to identify corruption risks (page 53)
- Published four summary audit reports (page 53) and five prevention advisories (page 53)
- Surveyed employees of local government and state government agencies about corruption perceptions and risks (pages 42–43)
- Made 203 prevention recommendations
- Updated our Corruption Allegations Data Dashboard (page 53)
- Presented to key stakeholders, including local government Chief Executive Officers (page 44) and holding a Corruption Prevention Forum (page 43)
- Invited senior Queensland Government officials to partner with us to build corruption resistance (page 43)
- Released two videos urging public sector Chief Executive Officers and employees to protect their agencies from fraud (page 53)
- Achieved a gold standard for our 2019–20 Annual Report from the Australasian Reporting Awards

OBJECTIVE: Build our organisational capability

Improved staff engagement and wellbeing

- Enhanced our ability to measure and improve employee experience by investing in a new digital platform to engage with our people (page 57)

- Built a strong, inclusive culture which celebrates our key values, including by:
  - simplifying the process for peer-recognition (page 61)
  - celebrating our employees' achievements (page 61), and
  - progressing our Innovate Reconciliation Action Plan (page 60)

- Supported the health and wellbeing of our people through holding 28 wellbeing activities (page 58)

- Supported the professional development of our people including through investing $372,621 in training and development (page 63)

- Supported 21 employees to undertake tertiary education and engaged 50 employees in the mentoring program to share knowledge and create networks (pages 62–63)

- Progressed initiatives within our Workforce Strategy (pages 56–57) to design our future workforce, including:
  - amending our human resource policies and industrial instruments to create competitive and attractive employment conditions (page 57), and
  - rebuilding our recruitment and selection process to focus on candidate experience (page 57)

- Facilitated the Working for Queensland survey (page 62) with a 79 per cent response rate resulting in the following key actions:
  - training to increase the capability and confidence of our leaders in supporting ongoing flexible work agreements for their teams
  - continuing our leaders' role-modelling personal use of flexible work agreements and ongoing messaging regarding our agency commitment to flexible work agreements, and
  - communications to address workload concerns, including how we can better manage change

Improved system and analytics capability

- Improved our critical organisational capabilities, including digital (page 64), analytics (page 66) and workforce planning (page 56) to ensure we remain a responsive, relevant and sustainable crime and corruption fighting organisation

- Continued to modernise our digital and information technology capability through initiatives within our Digital Strategy (page 64) and Insights Strategy (page 66), including:
  - upgrading our ICT infrastructure (page 65)
  - delivering a cloud-based data warehouse (page 66)
  - developing a Data Governance Strategy (page 66)
  - developing an Enterprise Architecture Blueprint (page 67)
  - developing a roadmap for integrating our enterprise and operational technology networks (page 67)
  - developing a value-chain oriented Digital Operating Model (page 65), and
  - implementing functionality to increase our evidence extraction capacity through automation (page 65)

- Developed our Integration Strategy to optimise integration of new functionality with residual systems and applications, as we continue our digital transformation to become a data-driven agency (page 67)

- Enhanced our organisational resilience, forensic computing capabilities and online intelligence gathering capabilities (page 65)

- Commenced a program of work to further enhance our digital maturity in 2021–22 (page 64)

- Progressed the development of a new case management system (CMS) (page 65)

- Commenced delivery of a digital stakeholder management solution to improve the efficiency and quality of our approach to engagement with our crime stakeholders (page 50)

Performance information

Service Delivery Statement: Service standards

In 2020–21, we delivered services in the Crime Fighting and Anti-Corruption service area to protect Queenslanders from major crime and corruption. We work toward our vision of safe communities supported by fair and ethical public institutions by combating major crime and reducing corruption for the benefit of the Queensland community.

Figure 1: Percentage of targeted criminal entities disrupted as a result of crime investigations[1]
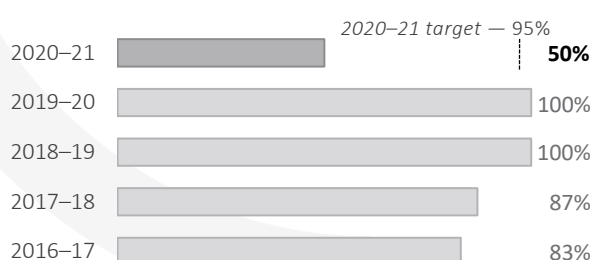
2020–21 target — 95%

2020–21	**50%**
2019–20	100%
2018–19	100%
2017–18	87%
2016–17	83%

Figure 2: Percentage of corruption investigations finalised within 12 months[6]

2020–21 target — 85%

2020–21	**86%**
2019–20	51%
2018–19	80%
2017–18	63%
2016–17	92%
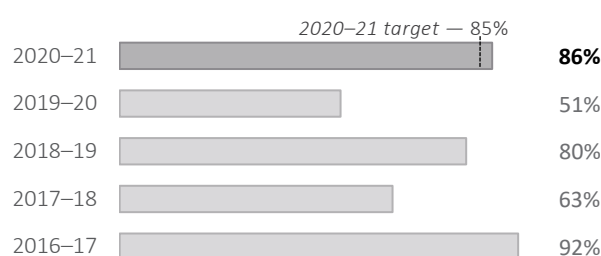
Figure 3: Percentage of referred crime investigations finalised within six months[2,3]

2020–21 target — 90%

2020–21	**96%**
2019–20	93%
2018–19	73%
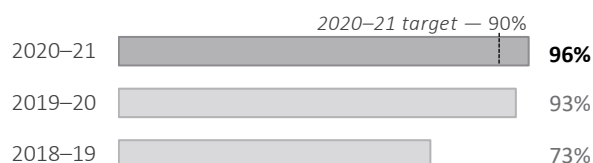
Figure 4: Percentage of corruption investigations resulting in significant outcomes[2,7]

2020–21 target — 75%

2020–21	**83%**
2019–20	87%
2018–19	91%
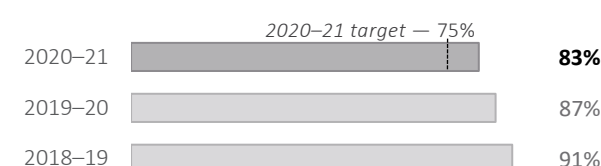
Figure 5: Percentage of coercive hearings that add value to a referred crime investigation[4]

2020–21 target — 95%

2020–21	**100%**
2019–20	100%
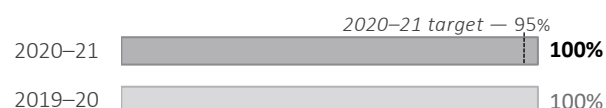
Figure 6: Average cost per assessment of corrupt conduct/ police misconduct complaints[2]

2020–21 target — less than $900

2020–21	**$646**
2019–20	$852
2018–19	$817
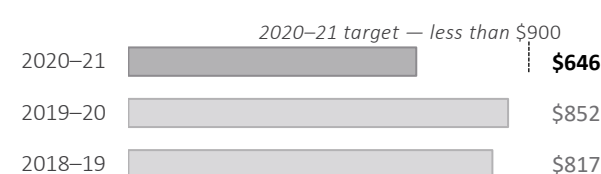
Figure 7: Average cost per referred crime investigation[2,5]

2020–21 target — less than $35,000

2020–21	**$36,504**
2019–20	$30,880
2018–19	$31,307
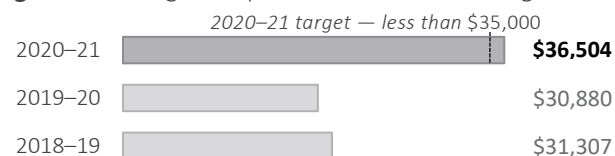
Notes:
1. The variance between the 2020–21 target and 2020–21 result is due to two of the four investigations captured by the measure not strictly meeting the target due to the findings of the investigations. The 2020–21 result is lower than the estimated actual published in the 2021–22 Service Delivery Statement as one investigation expected to result in disruption, did not do so within the financial year.
2. New measure introduced in 2018–19.
3. The 2020–21 result exceeded the estimated actual published in the 2021–22 Service Delivery Statement, following the finalisation of two new investigations and one ongoing investigation within the target timeframe near the end of 2020–21.
4. New measure introduced in 2019–20.
5. The variance between the 2020–21 target and 2020–21 result is due to a less than anticipated number of referred crime investigations closed in the financial year. Referred crime investigations are referred by the Queensland Police Service and the reduction in the number of investigations closed is largely due to the flow on effects of COVID-19, by way of the reassignment of Queensland Police Service resources and delays associated with witnesses attending hearings, particularly from interstate. The variance between the 2020–21 target and 2020–21 result represents one additional investigation being closed.
6. The 2020–21 result is higher than the estimated actual published in the 2021–22 Service Delivery Statement due to the completion of more investigations than estimated.
7. The 2020–21 result exceeds the estimated actual published in the 2021–22 Service Delivery Statement as more investigations were completed than were expected, with a higher proportion than expected achieving significant outcomes.

Other operational outcomes

Aspects of our work involve referrals from external agencies, primarily the Queensland Police Service (crime investigations, hearings, proceeds of crime recovery) and public sector agencies (allegations of corruption). As it's important to remain responsive to our external stakeholders, we do not develop annual targets for all of our performance indicators. Instead, we maintain a flexible resourcing model in order to focus our effort on areas of highest need. Provided below is five-year comparative data for our operational work.
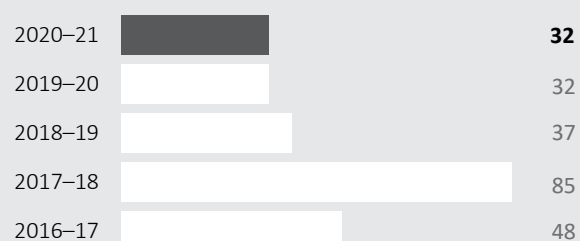
Figure 8: Crime investigations finalised

Year	Value
2020–21	**32**
2019–20	32
2018–19	37
2017–18	85
2016–17	48

Figure 9: Corruption investigations finalised[1]

Year	Value
2020–21	**29**
2019–20	53
2018–19	65
2017–18	56
2016–17	71
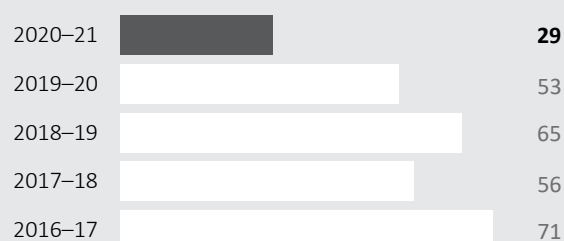
Figure 10: Crime hearing days

Year	Value
2020–21	**190**
2019–20	178
2018–19	208
2017–18	259
2016–17	313

Figure 11: Corruption hearing days

Year	Value
2020–21	**43**
2019–20	42
2018–19	36
2017–18	63
2016–17	29

Figure 12: Value of assets restrained ($ million)

Year	Value
2020–21	**20.16**
2019–20	8.99
2018–19	28.25
2017–18	9.71
2016–17	21.12
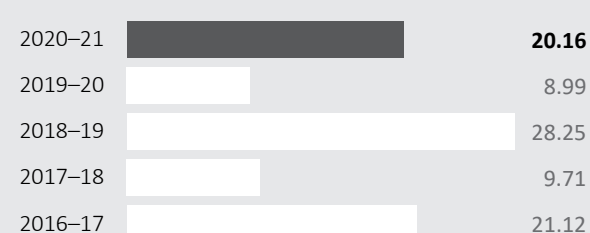
Figure 13: Corruption complaints received

Year	Value
2020–21	**3,490**
2019–20	3,327
2018–19	3,109
2017–18	3,098
2016–17	3,041
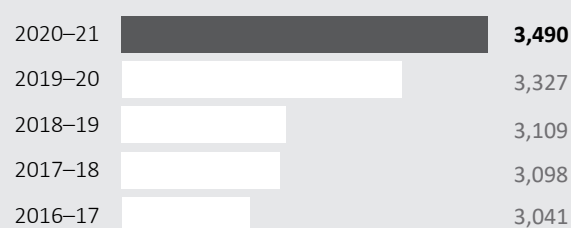
Figure 14: Value of assets forfeited ($ million)

Year	Value
2020–21	**8.69**
2019–20	7.18
2018–19	13.65
2017–18	9.45
2016–17	8.99
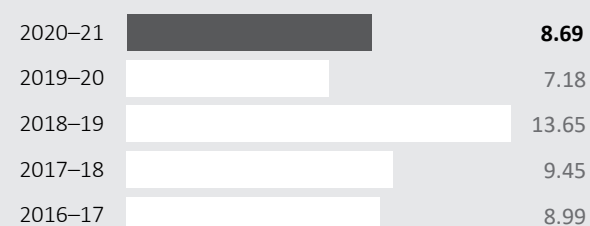
Figure 15: Corruption allegations received

Year	Value
2020–21	**8,563**
2019–20	8,726
2018–19	8,329
2017–18	8,862
2016–17	7,898

Note:
1. Many of the investigations undertaken in 2020–21 were complex in nature, resulting in a reduced number finalised when compared to previous year.

Financial summary

This financial summary provides an overview of our financial performance for the 2020–21 financial year. A detailed view of our financial performance is provided in the Financial Statements (see page 82).

Overview

We had a net operating surplus of $2,001,000 in 2020–21. This surplus is due to deferral of expenditure to 2021–22 to meet ongoing activities in the development of the Digital Workplace Program.

Revenue

Total revenue for 2020–21 was $65.139 million, decreasing by 0.62 per cent or $0.406 million from 2019–20.

The State Government grant funds accounts for 97.6 per cent of our total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including employee car parking income and gains on sale of plant and equipment. We also receive non-cash contributions for services from the Queensland Police Service in relation to provision of police operational support and from the Department of Communities, Housing and Digital Economy in relation to archival services.
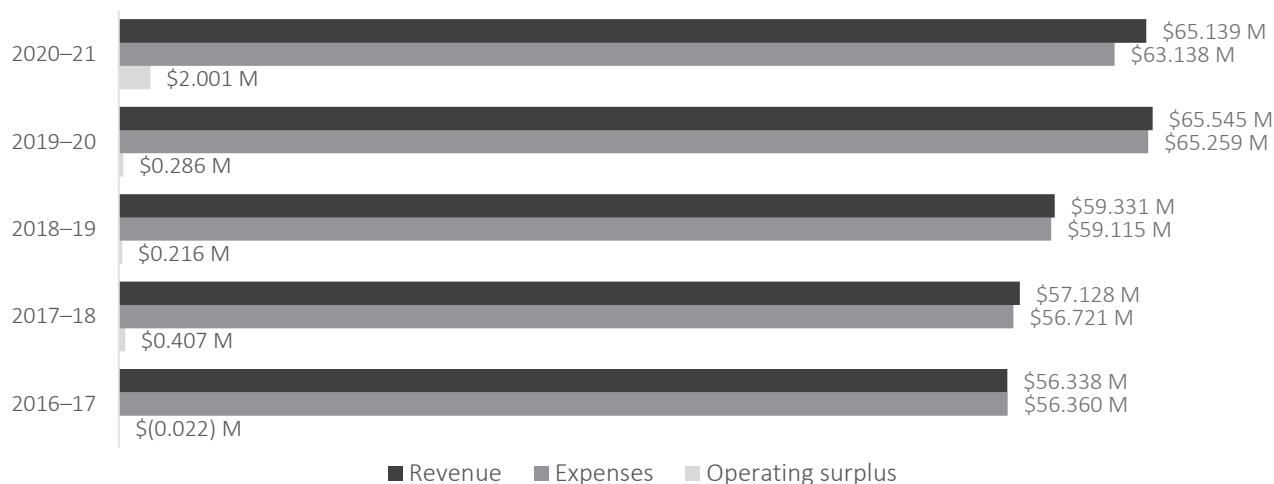
In accordance with government policy, we recognise these services both as revenue and expenditure only if the services would have been purchased, had they not been donated, and if their fair value can be measured reliably.

Additional funding

During 2020–21, we received ongoing funding for enterprise bargaining adjustments, to continue crime hearings, to significantly enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform. The Government committed the following ongoing funding for the 2020–21 financial year:

- $3.8 million ($3.9 million per annum ongoing from 2021–22) to enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform, and

- $0.3 million per annum for 2020–21 to fund criminal intelligence hearings.

Figure 16: Financial results 2016–17 to 2020–21 ($ million)

2020–21
$65.139 M
$63.138 M
$2.001 M

2019–20
$65.545 M
$65.259 M
$0.286 M

2018–19
$59.331 M
$59.115 M
$0.216 M

2017–18
$57.128 M
$56.721 M
$0.407 M

2016–17
$56.338 M
$56.360 M
$(0.022) M

■ Revenue ■ Expenses □ Operating surplus

Expenditure

Our total expenditure for 2020–21 was $63.138 million, a decrease of 3.25 per cent or $2.121 million from the 2019–20 financial year. This is mainly due to employee expenditure that decreased by 3.42 per cent or $1.568 million over the previous year due to efficiencies realised during the 2019 CCC Transform restructure. We spent $15.190 million for supplies and services expenditure in 2020–21, compared to $15.833 million in 2019–20. This is a decrease of 4.06 per cent or $0.643 million from the previous year and is mainly due to lower expenditure incurred on specialist contractor services utilised to deliver the Digital Workplace Program (DWP) program including cloud infrastructure transition.

Payments for office accommodation are the highest category of supplies and services expenditure at $4.168 million or 27.4 per cent of total supplies and services expenditure.

Consultants and contractors for various services are the second highest category of expenditure at $2.587 million or 17.0 per cent, followed by telecommunications and access costs at $2.207 million or 14.5 per cent.

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

Financial position

Capital acquisitions

We invested $2.120 million on capital acquisitions during the financial year compared to $2.778 million in 2019–20, mainly as part of the ongoing asset replacement and maintenance program in accordance with our Asset Strategic Plan.

Assets

As at 30 June 2021, our total assets were valued at $28.481 million compared to $25.308 million in 2019–20, an increase of $3.174 million from the previous year. The increase is mainly due to cash held at the end of year to continue the Digital Workplace Program plus increased liabilities – payables due to timing of accruals for services delivered before 30 June 2021 that will be settled in July 2021. Both factors have resulted in the increase in cash reserves.

Liabilities

As at 30 June 2021, our liabilities were valued at $4.350 million compared to $3.518 million in the previous year. This is an increase of $0.832 million relates to payables as outlined in the Assets section above.
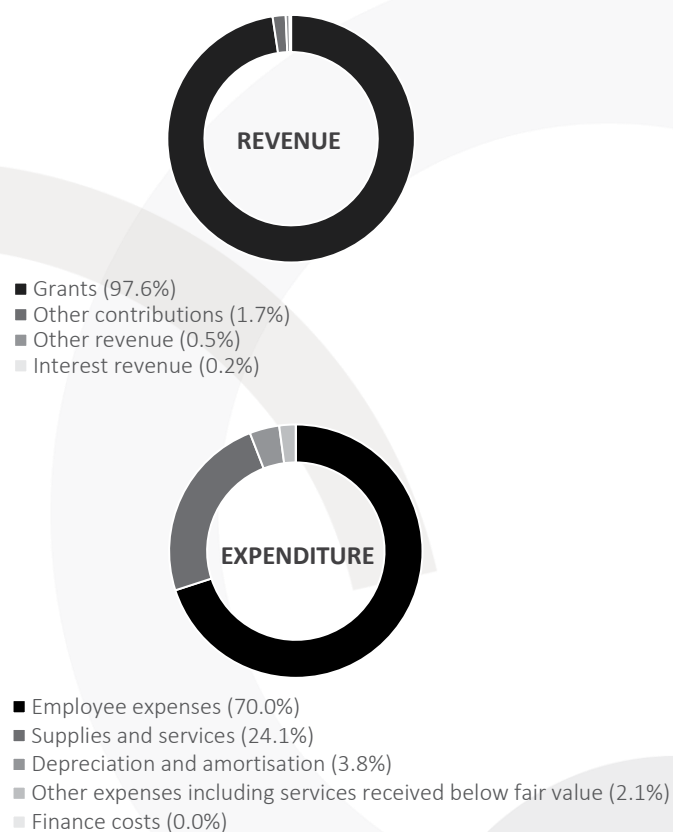
Net equity

As at 30 June 2021, our equity was valued at $24.131 million. This is an increase of $2.341 million or 10.75 per cent and due to a $0.340 million equity injection from Government to fund the development of a new CMS and the $2.001 million operating surplus for 2020–21.

Current ratio

As at 30 June 2021, our current ratio is 4.7 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity — its ability to meet short-term debts.

Figure 17: Expenditure and revenue

- Grants (97.6%)
- Other contributions (1.7%)
- Other revenue (0.5%)
- Interest revenue (0.2%)

- Employee expenses (70.0%)
- Supplies and services (24.1%)
- Depreciation and amortisation (3.8%)
- Other expenses including services received below fair value (2.1%)
- Finance costs (0.0%)

Looking ahead

To support the delivery of our services and further our longer-term strategic objectives, we intend to deliver the following activities in 2021–22 which align to the objectives in our 2021–25 Strategic Plan.

OBJECTIVE: Reduce the incidence of major crime and corruption

- Undertake a Corruption Strategic Risk Identification project to identify the highest and emerging corruption risks and enablers, and develop proactive prevention strategies and the associated data sources that can be used to measure their impact and effectiveness

- Deliver corruption prevention activities to educate local government authorities around best practice, with respect to the governance of controlled entities

- Finalise our digital stakeholder engagement solution to support our engagement with key crime stakeholders

- Use our specialised expertise to review the operation of the *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*

- Continue our project to measure the disruptive impact of our proceeds of crime action

- Deliver the *Drug Guide 2021* to our law enforcement partners to share valuable intelligence

- Work to improve the strength of Queensland proceeds of crime schemes, through targeted policy and legislative reforms

- Continue to enhance our capabilities for investigating cryptocurrency-enabled crime

OBJECTIVE: Build our organisational capability

- Continue to invest in future-focused learning and development in specialist areas, including forensic computing

- Develop and embed our Employee Value Proposition to enable us to more deeply understand our people, compete for talent and achieve our workforce ambition

- Implement improved employment contracts to ensure we attract and retain critical talent

- Progress our Early Career Pathways Program which enables us to build a talent ecosystem through creating opportunities for students and graduates to gain experience in our agency

- Develop a performance management framework to support our leaders' performance

- Develop our next Reconciliation Action Plan to improve our working relationships with Aboriginal and Torres Strait Islander communities and assist our officers to engage with these communities, comfortably and respectfully

- Support our digital transformation by investing in new technology

- Develop a future state monitoring and support capability framework structure for our Operations Support functions

- Continue the development of our data warehouse which provides the foundation for modernising our assets, systems, processes, and workplace

- Undertake a strategic assessment of our data assets to guide our integration of data into our data warehouse

- Analyse our operational reporting requirements and report development processes to identify opportunities to increase efficiencies