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Our Commission

Our Commission is responsible for providing strategic leadership and direction for the performance of our functions and the exercise of our powers by our Chairperson, Chief Executive Officer and other commission officers.

Profile of our Commissioners

(as at 30 June 2021)

Mr Alan MacSporran QC Chairperson

LLB (admitted as a Barrister-at-law in 1978), GAICD, appointed on 1 September 2015

Prior to joining the CCC Mr MacSporran practised as a barrister for 38 years, his career spanning periods as a Crown Prosecutor and working on coronial inquests and commissions of inquiry. Mr MacSporran took silk in 2005. From 2004 to 2009 Mr MacSporran served as the Parliamentary Crime and Misconduct Commissioner.

Mr Sydney Williams QC Deputy Chairperson

LLB, BCom (admitted as a Barrister-at-law in 1975 and as a barrister in Papua New Guinea later that year), appointed on 1 November 2014

Mr Williams was appointed Queen's Counsel in 1986. Since then, he has been in continuous practice as a barrister, focusing on insurance and personal injury litigation. Mr Williams was a member of the University Squadron of the Royal Australian Air Force Reserve and subsequently was commissioned into the Reserve as a Legal Officer, retiring with the rank of Squadron Leader.

Ms Deborah Holliday QC Ordinary Commissioner

LLB (Hons) (admitted as a Barrister-at-law in 1994), appointed on 10 March 2017 (acting appointment 11 November 2016 to 10 February 2017)

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

Ms Helen Darch Ordinary Commissioner

BA, GradDip (Library and Information Science), MEd (Training and Development), MAICD, appointed on 14 May 2021

Ms Darch is a management consultant with extensive experience in strategy, facilitation, stakeholder engagement and change management. She has consulted to the government, health, education and not-for-profit sectors for many years, and now focuses on executive mentoring and Board work. Helen has over 15 years' experience as a non-executive director on large not-for-profit and government boards and is currently a Director on the Multicap Board, Metro South Hospital and Health Service Board, and Chairs the Dominos Give for Good Board.

Mr Bruce Barbour Ordinary Commissioner

LLB (admitted as a Legal Practitioner to the Supreme Court of NSW in 1995), appointed on 14 May 2021

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

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

Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that our Chairperson and Deputy Chairperson must have served as, or are qualified to serve as, a judge of the Supreme Court of any state, the High Court or the Federal Court. The Act also requires that our Ordinary Commissioners have the qualifications, experience or standing appropriate to help our agency perform its functions. Our commissioners are appointed by the Governor-in-Council for a maximum of five years, with the provision of a further five-year re-appointment as long as they do not hold that office for more than ten years in total. The Governor-in-Council may appoint an acting Chairperson or temporary part-time Commissioner during a period of absence or when there is a temporary vacancy in a role. Our Chairperson may appoint for a temporary period a sessional commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to our functions.

Appointment criteria for the Chief Executive Officer

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

Table 7: Commission meetings from 1 July 2020 to 30 June 2021

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

Notes:

1. Due to the COVID-19 pandemic, the PCCC–CCC joint meetings were restricted to the Chairperson, Chief Executive Officer, Senior Executive Officer (Corruption) and Senior Executive Officer (Crime).
2. Mr Irwin's tenure as Ordinary Commissioner ended on 30 April 2021.
3. Professor Tiernan resigned as Ordinary Commissioner on 24 July 2020.
4. Mr Barbour and Ms Darch commenced their terms as Ordinary Commissioner on 14 May 2021.
5. Ms Bradley resigned from her position as General Manager Strategy, Innovations and Insights on 4 September 2020.
6. Mr Booth's attendance during the period 22 March and 2 April 2021 was in his capacity as Acting Senior Executive Officer (Corruption).
7. Mr Caughlin's attendance during the period 21 September to 5 October 2020 was in his capacity of Acting General Manger, Corporate Services.

Our Executive Leadership Team

Our ELT supports our Commission by providing advice, leading discussions and making recommendations on strategic and operational matters critical to our performance. Our Chairperson is a member of our ELT.

Profile of our ELT

(as at 30 June 2021)

Ms Jen O'Farrell **Chief Executive Officer**

LLB (Hons), BBus, BCom (admitted as a solicitor in 2008), GAICD, appointed on 24 August 2018

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

Ms O'Farrell also has direct oversight of the Strategy, Innovation and Insights division.

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

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

LLB, BBus, LLM (admitted as a Barrister-at-law in 2000), GAICD, appointed on 3 July 2017

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

Ms Loder has held senior and executive positions in law enforcement or integrity commissions, including the NSW Independent Commission Against Corruption, the Queensland Crime and Misconduct Commission and the Queensland Police Service.

Chief Superintendent Darryl Johnson APM **General Manager, Operations Support**

BBus (HR), G. Cert Applied Management, GAICD, appointed on 5 May 2020

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

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

Mr Paul Alsbury **Senior Executive Officer (Corruption)**

LLB, BBus, LLM (admitted as a Barrister-at-law in 2001), GAICD, appointed on 3 October 2017

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

Mr Alsbury is highly experienced in the Queensland public service, having served with the Office of the Director of Public Prosecutions, Transport and Main Roads, and the Queensland Police Service.

Dr Rebecca Denning **General Manager, Corporate Services**

B. Criminology and Criminal Justice (Hons), PhD, GAICD, appointed on 26 July 2019

Responsible for the Corporate Services division that provides legal, risk and compliance, financial management, information communication and technology, human resources, communications, security, facilities and procurement services.

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

See page 73 for further details about the role of our ELT.

Our people

We employ a diverse mix of professionals including lawyers, accountants, investigators, researchers, intelligence analysts, and corporate support officers, and second a cohort of police officers from the Queensland Police Service. At the end of 2020–21, our workforce equated to 335 full-time equivalent (FTE) employees.^{1,2} Compared with the end of 2019–20, our FTEs have decreased by 2.51.

Employee profile

Table 8: Full-time equivalent employees by division

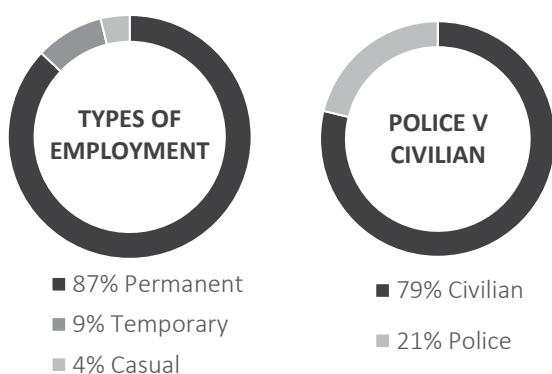
Division	FTE ^{1,2}
Corruption	95.92
Crime	65.65
Office of the Commission	9.50
Operations Support	76.05
Corporate Services	72.55
Strategy, Innovation and Insights	16.10
Total	335.77

Notes:

1. FTE refers to all permanent, temporary and casual employees (including Commissioners).
2. FTE figures in this section are as at 2 July 2021. This differs slightly to FTE figures in our audited Financial Statements (page 95), and key facts and figures (page 7) which reflect our average FTE in June 2021.

Of our civilian workforce, 84 per cent are employed on a permanent basis. This is comparable with the wider Queensland public service's reported figure of 82 per cent (as at March 2021).

Figure 21: Our employee breakdown



Diversity and inclusion

We are committed to supporting equity and diversity. Information on our strategies can be found on pages 58 to 61 of this report.

Table 9: Our diversity profile

Diversity measure	Percentage of employees
Gender	
Women (civilian)	63.2%
Women (police)	22.1%
Women in SO positions	31.0%
Women in SES positions	44.0%
Women (total)	55.0%
Aboriginal and Torres Strait Islander background ^{1,2,3}	0.7%
Culturally or linguistically diverse background ^{1,2,3}	7.0%
Living with a disability ^{1,2,3}	1.7%
Generational groupings	
Traditionalists (1928–1944)	0.0%
Baby Boomers (1945–1964)	15.0%
Generation X (1965–1979)	48.0%
Generation Y (1980–1994)	33.0%
Generation Z (1995+)	4.0%

Notes:

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

Employee retention

Our permanent employee separation rate decreased in 2020–21 compared to 2019–20. It is likely that the COVID-19 pandemic had an impact on separation rates and may continue to impact next year.

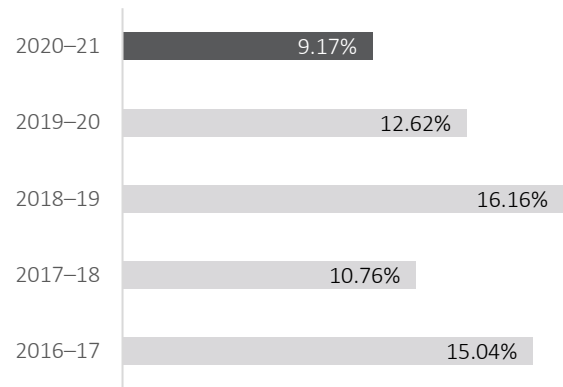
We are unable to compare this with the public service annual separations because the Public Service Commission provides figures based on separations from the public service as a whole and not on separations from individual public sector agencies. By contrast, we count as a separation any permanent employee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

Our long service rate is high, with 29 per cent of our permanent employees having ten or more years' service and a further 19 per cent of employees having five or more years' service.

Early retirement, redundancy and retrenchment

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

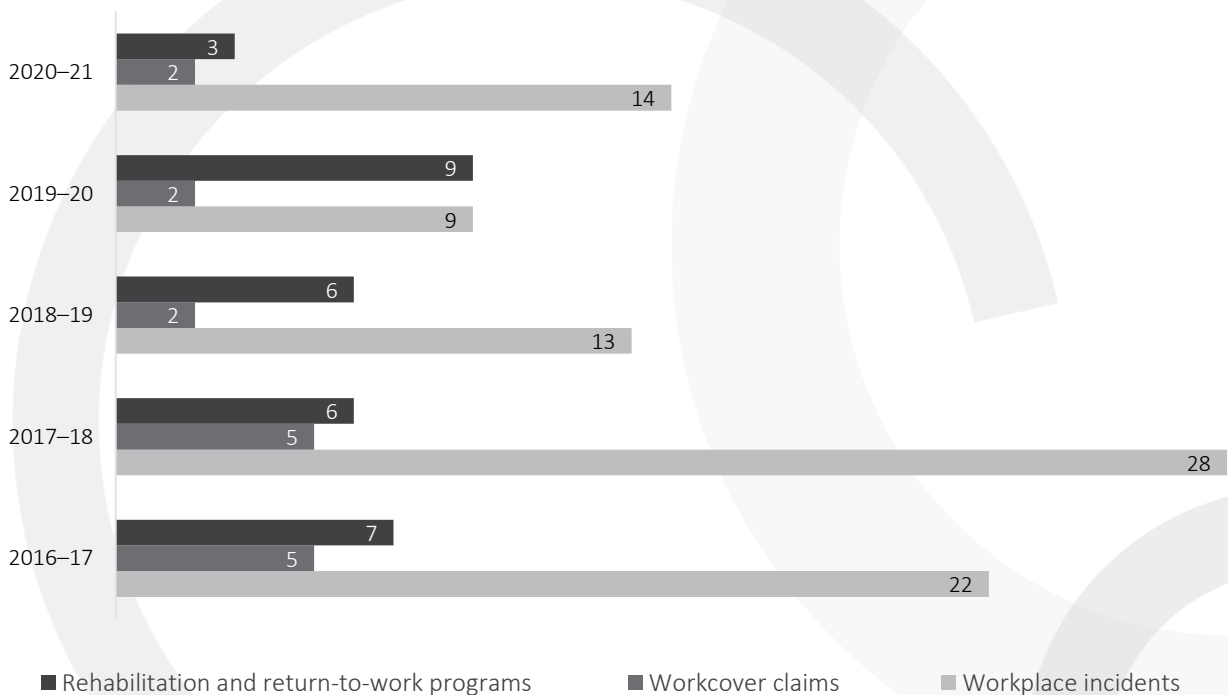
Figure 22: Employee separation rate



Workplace health and safety

We maintain a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011*. In 2020–21, we had 14 reported workplace health and safety incidents and two WorkCover claims which were both related to travel between work and the employees' residence (see Figure 23). We also provided rehabilitation and return-to-work programs for employees where required.

Figure 23: Workplace incidents, WorkCover claims and rehabilitation and return-to-work programs



Governance and oversight

Our governance framework establishes the principles, behaviours and processes that guide our work. Good corporate governance not only supports good decision-making, it helps us identify ways to improve our business processes and internal culture.

Our governance framework includes the following elements:

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

Governance Committees

Executive Leadership Team (ELT)

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

- Strategic oversight — Understanding our operating environment, identifying strategic issues and steering the organisation towards achievement of strategic goals and objectives.
- Corporate leadership — Guiding strategic and operational activities, setting the tone for how things are done and driving good governance through oversight of our governance framework.
- Portfolio assessment — Setting priorities in alignment with our strategic goals and objectives, approval of investigations and projects (including resource allocation). This also includes assessing complaints categorised as 'High', in accordance with the Complaint Categorisation and Prioritisation Model.
- Portfolio review — Analysing business activity and optimising the focus of our investment by regular oversight of approved investigations and projects.

Membership of the ELT includes the Chairperson, Chief Executive Officer, Senior Executive Officer (Corruption), Senior Executive Officer (Crime), General Manager Operations Support and General Manager Corporate Services.

Budget Management Committee

Our Budget Management Committee is a sub-committee of our Commission and assists our Commission in its responsibilities related to financial management by providing independence through its reporting structure but does not replace existing lines of authority or reporting. Our Budget Management Committee acts as a review body over the financial and budget process of our agency.

Membership of the Budget Management Committee includes the ELT and the Chief Financial Officer.

Organisational Safety and Wellbeing Committee

Our Organisational Safety and Wellbeing Committee is responsible for meeting legislative requirements and provides a focal point for our employees' participation in our safety and wellbeing program. The Committee acts as a review body over the safety and wellbeing processes our agency by monitoring conditions to ensure our people's safety and wellbeing are safeguarded and promoting a cooperative with regards to relevant safety and wellbeing issues.

Membership of the Organisational Safety and Wellbeing Committee comprises of both management and employee representatives from all divisions. The three management representatives are the Chief Executive Officer (committee chair), the General Manager, Corporate Services and the Safety Adviser.

Strategic Programs Board

Our Strategic Programs Board provides appropriate governance of our strategic programs, which ensures their direction, management, delivery and progress reporting is sufficient and appropriate.

Membership of the Strategic Programs Board includes the ELT and Director Strategy and Innovation. The Chief Finance Officer, Executive Director Information Services and other invitees attend meetings depending on the agenda.

Audit and Risk Management Committee (ARMC)

Our ARMC provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of our agency. Our ARMC is a five-person committee consisting of our Chief Executive Officer (the Commission's nominee), two internal members and two external members, one of whom is the ARMC Chair (see Table 10). Our Chairperson is an ex officio member of the committee. Our Senior Internal Audit Manager and representatives from the Queensland Audit Office (QAO) have standing invitations to attend ARMC meetings.

Key achievements for 2020–21:

- Endorsed our annual Internal Audit Plan 2021–22, Strategic Internal Audit Plan 2021–26 and our Annual Financial Statements 2019–20
- Monitored the ongoing delivery of our Internal Audit Program 2020–21 and the progress of implementing internal audit and external review recommendations (see External Audit, page 77)
- Received and considered the QAO Interim Management Report 2020–21 and endorsed their Audit Plan 2020–21
- Noted updates to our agency risk management materials, and
- Received and considered reports from external reviews conducted on our Azure environment and firewall configuration.

Meetings were held on a quarterly basis.

Table 10: Membership and meetings of the ARMC

Name	Position	Meetings attended
Mr Mike Meintjes ¹	ARMC Chair (external)	4
Mr Bruce Barbour ²	External member	3
Ms Jen O'Farrell	CCC Chief Executive Officer	4
Ms Sharon Loder	CCC Senior Executive Officer (Crime)	4
Mr David Coughlin	CCC Executive Director, Legal, Risk and Compliance	4
Ex officio members		
Mr Alan MacSporran QC	CCC Chairperson	3
Invitees		
Mr Brendan Clarke ³	CCC Internal Auditor	2
Mr Richard Bosanquet ³	CCC Senior Internal Audit Manager	2

Notes:

1. As an external member of the ARMC, Mr Meintjes was remunerated \$8,000 during 2020–21.
2. As an external member of the ARMC, Mr Barbour was remunerated \$3,750 during 2020–21. Mr Barbour was appointed to the Commission in the latter part of the 2020–21 financial year and subsequently resigned as an external member of the ARMC prior to the June 2021 meeting.
3. Mr Clarke resigned from his position as CCC Internal Auditor, effective 11 December 2020, with Mr Bosanquet commencing as CCC Senior Internal Audit Manager on 19 January 2021.

Risk management

We recognise risk management is integral to good governance and effective management. Our Commission is responsible for setting our agency's Risk Appetite Statement and identifying and managing our strategic risks for 2020–21 (see page 19) in line with our Risk Management Framework.

In 2020–21, we enhanced our risk maturity in line with recommendations from the QAO's assessment of our Risk Management Framework in 2018–19 (see External Audit on page 77).

This year, we enhanced our risk management capabilities by transitioning the digital GRC solution we developed last financial year to our business-as-usual processes (see page 65).

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

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

In June 2021, an updated Fraud and Corruption Control Standard was released (AS 8001-2021). Next year, we will incorporate the amendments into our Fraud and Corruption Control Plan to ensure we remain aligned with the current standard.

Responding to emerging opportunities and risks

As part of our annual strategic planning process, we consider the changing nature of our operating environment on the risk profile of our work. At the end of 2020–21, we considered emerging risks for the upcoming year, identifying opportunities to strengthen our capabilities by:

- promoting a safe and positive work environment to enable our people to have a healthy work life balance
- future proofing our workforce to empower our people to develop critical capabilities and live our values
- building a culture that respects, promotes and protects human rights to ensure our decisions and actions are compatible with human rights
- partnering with stakeholders to achieve outcomes we could not achieve alone
- investing wisely to ensure we are doing the right projects at the right time and growing a strong governance culture, and
- adapting our capabilities to modernise our systems and organisational agility to innovate and lead change.

Internal audit

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

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

Key achievements for 2020–21:

- Developed our Internal Audit Plan 2021–22 and Strategic Internal Audit Plan 2021–26 based on our strategic and operational risks and presented both plans to our ARMC and Chairperson.
- Successfully reprioritised and executed our Internal Audit Plan 2020–21 to ensure alignment with our key and emerging risks, providing reports to our ARMC and Chairperson.
- Completed eight internal audits: Vic Roads Agreement, Austrac Memorandum of Understanding (MOU), Personal Property Securities Register MOU, Employee Recruitment and Selection, Records Management System upgrade, Cyber security, Network Intrusion, and Accounts Payable and Procurement.
- Monitored and reported on the status of implementation of recommendations from internal audits and external reviews.
- Supported management by providing advice on governance and related issues including risk management.

External audit

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

The QAO audit our financial statements in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2020–21, we received an unqualified audit report.

QAO Risk Management Audit 2018–19

In 2018–19, the QAO assessed our Risk Management Framework and made seven recommendations to improve our agency's risk maturity. Since then, we have been implementing our ARMC-endorsed Risk Management Action Plan and, this year, completed the final two actions in that plan.

QAO Report 2: 2020–21 — Effectiveness of audit committees in state government entities

The QAO published this report in 2020–21 which was relevant to our agency. The audit examined the effectiveness of department and statutory body audit committees. The QAO addressed this by surveying 74 out of a total 92 audit committee chairs as to whether organisational leaders are engaged with the audit committee, if the audit committee understood its role, if the audit committee membership was right, if audit committee meetings added value, and if the audit committee was improving and evolving. The QAO's audit report provided a total of 11 actions for the sector to consider. This report was tabled and discussed at our ARMC meeting on 7 December 2020.

External scrutiny

Parliamentary Crime and Corruption Committee

The Parliamentary Crime and Corruption Committee (PCCC) is a bipartisan committee whose principal functions are to monitor and review the performance of our functions and our structure, reporting to the Queensland Parliament on relevant matters, and considering and giving bipartisan support to the appointment of our Commissioners and Chief Executive Officer.

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

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

In 2020–21, we met formally with the PCCC three times, in both public and private meetings, to discuss our current activities and performance.

In late 2019, the PCCC announced an *Inquiry into the CCC's performance of its functions to assess and report on complaints about corrupt conduct*, which they subsequently incorporated into their five-yearly review of our activities in May 2020.

In 2020–21, the PCCC received several submissions for the five-yearly review, including our submission which included 19 recommendations and held public hearings in March and May 2021. Their report on the review was tabled on 30 June 2021.

On 28 May 2021, the PCCC resolved to commence a public inquiry into our investigation of former councillors of the Logan City Council.

Parliamentary Crime and Corruption Commissioner

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

In 2020–21, the Parliamentary Commissioner:

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

Where issues were raised by the audits and inspections, we took appropriate action to address those issues. For information on audit reports, see Audits of our warrant records on page 80.

Ministerial oversight

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

Public Interest Monitor

The Public Interest Monitor must ensure we comply with the *Crime and Corruption Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009* (Qld). This includes examining our applications for covert search warrants and surveillance warrants.

The courts

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

Crime Reference Committee

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

The members of the Crime Reference Committee are:

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

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

Controlled Operations Committee

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

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

The committee comprises:

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

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

Witness identity protection certificates issued

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

This year, 11 certificates were issued by the Commissioner of Police as a result of covert police officers being required to give evidence in criminal court proceedings.

Two witness identity protection certificates issued by the Commissioner of Police were cancelled as the officers were no longer required to provide evidence as a witness.

No certificates were issued by our Chairperson.

Audits of our warrant records

The Commonwealth Ombudsman conducts inspections of our stored communications and telecommunications data records while Queensland's Parliamentary Crime and Corruption Commissioner inspects our telecommunications interception records.

The Parliamentary Commissioner continues to report favourably on our procedures regarding obtaining telecommunications interception warrants and managing telecommunications interception warrant information. In reports dated September 2020 and March 2021, the Parliamentary Commissioner noted that we were compliant with recordkeeping obligations under sections 14, 15 and 16 of the *Telecommunications Interception Act 2009* (Qld) and restricted records obligations under sections 18, 19 and 20 of the Act.

In October 2020, we notified the Minister for Home Affairs of a discrepancy in the number of reported telecommunications data authorisations in the 2019–20 annual report that we provided to the Minister under section 186 of the *Telecommunications (Interception and Access) Act 1979* (Cth).

In November 2020, the Commonwealth Ombudsman provided us with a report regarding the September 2020 inspection of our records in relation to telecommunications data for the period 1 July 2019 to 30 June 2020. We have adopted suggestions made by the Commonwealth Ombudsman regarding improved recordkeeping, updated authorisation templates to ensure all required information is provided and ongoing training for requesting and authorising officers.

The Commonwealth Ombudsman identified a systemic issue with a telecommunications provider which had provided law enforcement agencies, including the CCC, with telecommunications data which was outside the parameters of the authorisation. In response, we quarantined the identified data and collected details on its use and disclosure. We undertook a review of the current request and authorisation process and introduced a monthly internal inspection of telecommunications data authorisations to ensure compliance with our obligations.

In June 2021, the Commonwealth Ombudsman provided us with a report regarding our processes in investigations in which journalist information warrants may be required. The report found no instances in which a journalist information warrant was required but not obtained. As a result of the Ombudsman's recommendations, we have updated our templates and policies to ensure they follow best practice in relation to investigations in which journalist information warrant provisions may apply.

In July 2020, the Commonwealth Ombudsman conducted an inspection of our records in relation to stored communications for the period 1 July 2019 to 30 June 2020. We responded to the Commonwealth Ombudsman's suggestions outlined in their July report including reviewing and improving our processes and updating our forms to ensure sufficient information is provided. The Ombudsman welcomed the introduction of additional measures designed to ensure compliance with obligations under the *Telecommunications (Interception and Access) Act 1979* (Cth) and commended our agency on our strong compliance culture.

Table 11: Use of powers 2020–21¹

Description	Crime		Corruption	Proceeds of crime
	Investigation	Intelligence		
Notices issued to attend hearing	269	0	57	N/A
Notices to produce	141	0	N/A	304
Search warrants	16	0	11	N/A
Notices to discover information	N/A	N/A	245	N/A

Note:

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

Securing and managing our information

Information Security attestation

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

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

Additionally, we have also performed well in the subsequent Interdepartmental Information Security Management Systems audits.

Managing our records

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

Our employees are advised of their recordkeeping responsibilities during our mandatory induction program, with training refreshed annually.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant and contemporary. There were no serious breaches of the agency's information security in 2020–21.

Transitioning to digital recordkeeping

During the past year, we continued to evolve our recordkeeping systems, procedures and practices to support a digital workplace environment, in line with the Records Governance Policy released in June 2018. In 2020–21, in support of our aim to build a digital workplace and reduce reliance on paper-based processes, we continued the integration of eDRMS functionality into our operational processes. We have continued to embrace system enhancements and cooperative software to move towards a paper-lite workplace.

In addition, in response to the necessity to rapidly develop remote work environments and practices, Records Management worked with operational areas to develop digital processes to support operational requirements and remain compliant with necessary recordkeeping policies.

Retention and disposal of records

We retain our records in accordance with retention and disposal schedules approved by Queensland State Archives.

In June 2018, Queensland State Archives issued a disposal freeze for all records which are relevant to, or may become relevant to, an allegation of child sexual abuse which was subsequently broadened to cover all vulnerable persons and all forms of abuse. In March 2020, this freeze was lifted in line with the release of a revised General Retention and Disposal Schedule and Guideline for creating and keeping records for the proactive protection of vulnerable persons. The CCC operational and corporate record holding are complex. We are working with Queensland State Archives to develop an approach that will ensure records relating to vulnerable persons are retained and can be implemented consistently with appropriate internal controls.

Open Data

Our report regarding consultancies for the 2020–21 reporting year is published on the Open Data website at www.data.gov.au.

We were not required to publish a 2020–21 Overseas Travel Expenditure Report or 2020–21 Queensland Government Language Services Policy Report as there was no information to include in these reports.

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