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Our vision, purpose and values

Our vision

Safe communities supported by fair and ethical public institutions.

Our purpose

The CCC is an independent agency combating major crime and reducing corruption for the benefit of the Queensland community.

Our values

Our values underpin everything we do.



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

315 full-time equivalent employees / **349** people employed

\$64.1 M annual budget

3,943 complaints of suspected corruption assessed

8 people charged with **73** criminal offences
relating to corruption investigations

9 days of hearings with **6** witnesses examined
relating to corruption investigations

19 recommendations for disciplinary action relating to
12 people following corruption investigations

91 prevention recommendations made

2 corruption audits completed

151 days of hearings with **142** witnesses examined
relating to major crime and intelligence investigations

161 law enforcement intelligence disclosures

30 confiscation matters concluded with
\$ 7.419 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.

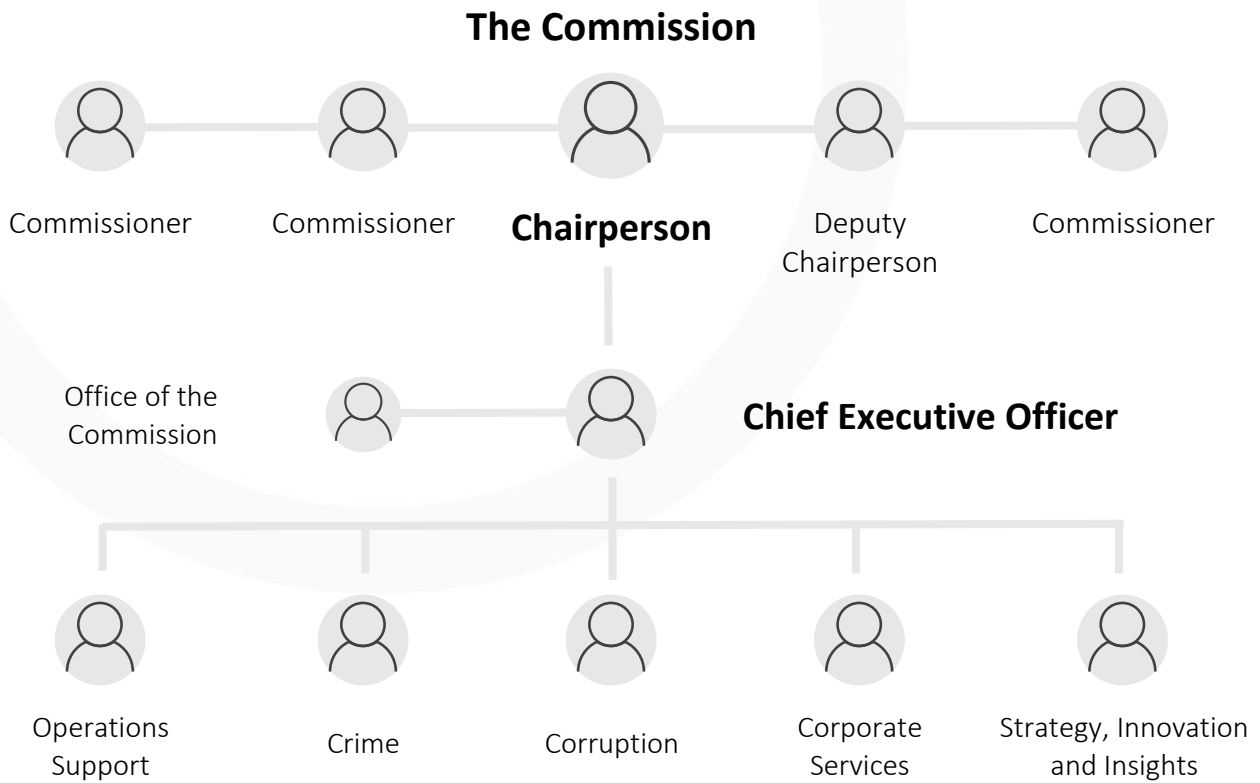
Our work includes:

- 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), and
- *Witness Protection Act 2000*.

Our organisational structure



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.

The **Office of the Commission** supports the work of the Commission, Chairperson and Chief Executive Officer. The Internal Audit function also resides in the Office of the Commission.

A breakdown of our employees by division is provided on page 66.

Our stakeholders and partners

As set out in our Stakeholder Engagement Strategy 2021–23, the CCC defines its stakeholders as the individuals and organisations that affect, or could be affected by, our activities, products, services and performance.

We work closely with state and national law enforcement and anti-corruption agencies in combating major crime and corruption. By partnering with stakeholders we achieve outcomes we could not achieve alone.

Partnership arrangements can include:

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

Our stakeholders in Queensland

- Queensland public
- Parliamentary Crime and Corruption Committee (PCCC)
- Parliamentary Crime and Corruption Commissioner
- Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence
- Queensland units of public administration (UPAs)
- Queensland Police Service (QPS)
- Office of the Independent Assessor
- Office of the Director of Public Prosecutions (ODPP)
- Public Interest Monitor
- Queensland Audit Office
- Queensland Ombudsman
- Office of the Information Commissioner

Other stakeholders at the state and national level

Australian Capital Territory

- Australian Capital Territory Integrity Commission

New South Wales

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

Northern Territory

- Office of the Independent Commissioner Against Corruption
- Northern Territory Police Force

South Australia

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

Tasmania

- Integrity Commission
- Tasmania Police

Victoria

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

Western Australia

- Corruption and Crime Commission
- Western Australian Police Force

Commonwealth

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

How we work

Fighting major crime

We conduct, and participate in conducting, 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 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.

Investigating corruption

We investigate serious and systemic corruption in the public sector, and serious police misconduct.

The complaints that we receive are the starting point for most of our investigations. Our assessment process allows us to identify and retain for investigation the most serious and/or systemic allegations of corruption within the Queensland public sector¹. Resource limitations mean that we cannot investigate every matter ourselves and so, in line with our legislation, we refer a significant body of complaints to other agencies for their action, using various mechanisms to monitor and give feedback on their management of complaints. By doing so, we ensure agencies' accountability for both the integrity of their investigations and their outcomes, in order to increase public confidence in the workings of the public sector.

Each stage of the complaints management process — receipt and assessment, referral, monitoring, investigation and outcome — also provides us with valuable insights about conduct, attitudes and corruption risks within Queensland's public sector. Strategic intelligence, research and data analysis all enable us to determine where we need to focus our own resources, expertise and use of special powers, and how we can best support agencies to deal with their own integrity challenges.

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/agencies' 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 by sharing information and building capability for identifying and preventing major crime and corruption.

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.

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.

Our approach to corruption prevention is built on our collaboration with the state's public sector agencies. The lessons from investigations, intelligence gathering and audits are shared through advisory materials, campaigns and presentations for agency executives and staff on areas of high corruption risk. Our publications and resources are never an end in themselves — as well as providing a body of authoritative material for agencies to refer to, they are also used to prompt engagement or enable more in-depth strategy development. Our goal is to empower leaders, managers and supervisors at all levels to identify and correct risk behaviours before they escalate to actual corruption.

At the completion of investigations, our public reports enable us to highlight types of conduct or system weaknesses that could give rise to future corruption, and we may make recommendations for procedural or legislative reform.

Our powers

Coercive powers

The CCC can hold hearings in aid of our investigations. Witnesses must attend and answer 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 coercive hearing powers allow us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of organised crime involvement in criminal activity.

These powers are used both 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.

We use coercive hearing powers not only for our own investigations, but also in joint investigations when police request assistance with serious crime investigations that cannot be advanced using traditional policing powers.

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 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 take disciplinary action. QPS officers seconded to our agency retain their police powers (under the *Police Powers and Responsibilities Act 2000*). 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 QPS prosecutor or the Office of the Director of Public Prosecutions (ODPP), 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, or commence a corrupt conduct prosecution ourselves in the Queensland Civil and Administrative Tribunal.

Chairperson message

I am pleased to present the Annual Report 2021–22 for the Crime and Corruption Commission.

This is my first annual report as Chairperson of the CCC, a role to which I was appointed on 2 July 2022, and which I consider a privilege to undertake. I know what impact crime and corruption can have on communities – that is what makes the work of the CCC so critically important, and why I am committed to ensuring that the community can have faith in what we do.

In December 2021, the Parliamentary Crime and Corruption Committee (PCCC) delivered the report of its public inquiry into our investigation of former councillors of Logan City Council. On 31 January 2022, the Premier announced an independent Commission of Inquiry, to be headed by the Hon. Tony Fitzgerald QC, into aspects of the CCC's operations. Its terms of reference were to review the investigative and charging powers of the CCC as well as the role of seconded police officers.

On 9 August 2022, Commissioners Fitzgerald and Wilson handed down their report.

Both the PCCC Inquiry and the Commission of Inquiry have been events of enormous significance, not just for us but also for the Queensland public. We cannot do our job without their confidence, and we take our accountability to them through the Parliamentary Committee process very seriously. To ensure that the PCCC and the Commission of Inquiry had the fullest understanding of how we operate, we provided comprehensive submissions, documentation and detailed responses to their questions, for them to examine and consider. The provision of such an extensive body of information required a considerable investment of our resources, as well as reflection on our own practices, and that is as it should be. All public institutions must be committed to conscientious self-examination, rigorous independent oversight and public scrutiny of their decisions and actions – these are fundamental to good government – and the CCC will never be an exception to this.

This year the CCC was also involved with other significant reviews of the public sector. Professor Peter Coaldrake AO's report of his review of integrity and accountability in Queensland, to which we provided a submission, includes recommendations to deal with issues that we have raised in the past, including influencing practices, funding models for integrity agencies, appointment cycles and terms of senior executives in the public service, and breaches of

citizens' information privacy. While Professor Coaldrake's report has implications for the whole Queensland public sector, some of his recommendations will have particular application to us and these will be worked through in the coming financial year.

We also were involved with the Strategic Review of the Integrity Commissioner's Functions; the Taskforce on Coercive Control and Women's Experience in the Criminal Justice System; the Commission of Inquiry into DNA Testing conducted by Queensland Health Forensic and Scientific Services; and the Commission of Inquiry to examine Queensland Police Service responses to domestic and family violence.

What all these reviews make clear is that public institutions, and the community's expectations of them, are never static. For some time now at the CCC we have been working to review, renew and improve our services to the community and our stakeholders, and have been undertaking a strategic change agenda.

The CCC is a complex organisation, entrusted with significant responsibilities and powers to enable us to deal with some of the most serious threats to the welfare and wellbeing of the community.

The work undertaken by our Crime Division, for example, demonstrates how we are working with law enforcement partners to meet the challenges of contemporary crime fighting. This year, we provided them with strategic assessments on money-laundering in Queensland and on regulatory issues in the gold bullion industry; briefed the Attorney-General on policy and legislative reform that could strengthen the state's proceeds of crime schemes; and contributed to the national effort to increase law enforcement capabilities to investigate cryptocurrency-related matters.

Both the Crime and Corruption divisions continued to deliver significant operational outcomes in the past year.

In our focus area on illicit markets of high value or high public impact, a Brisbane-based man was intercepted trafficking 10 kilograms of methylamphetamine from Sydney to Brisbane. As a result, dangerous drugs with an estimated commercial value of \$2 million were prevented from reaching the community.

We also held hearings to advance a number of complex major crime investigations, in particular to assist the QPS to progress investigations into a number of criminal syndicates suspected to be engaged in drug trafficking, money laundering and weapons offences.

We also removed the financial benefit and support for serious criminal offending by recovering proceeds of crime and disrupting the acquisition of criminal wealth, with our efforts this year resulting in \$7.419 million being forfeited to the State.

Two corruption investigations, conducted jointly with the QPS Ethical Standards Command, into suspected drug activity, improper associations and misuse of information among a cohort of Queensland police officers, led to multiple criminal charges and disciplinary recommendations.

I am also reassured by our efforts in the area of prevention. Pleasingly, we have received positive feedback from public sector agencies regarding the value of our publications, particularly their ability to highlight specific examples of corrupt conduct and actions taken.

Significantly, we commenced a corruption strategic risk identification project which involved working with a partner agency to pilot a corruption prevention model for identifying corruption risks and enablers.

These outcomes illustrate the importance we place on partnerships and working together to achieve outcomes that we could not achieve alone. Dealing with major and organised crime, or preventing public sector corruption, will never be solely the responsibility of the CCC and that is why our engagement with stakeholders is so critical.

A final word of thanks

I would like to take this opportunity to acknowledge our former Chairperson, Alan MacSporran QC, who left the CCC earlier this year. On behalf of the Commission, I thank Alan for his contribution and leadership during his six-year tenure. We also wish to extend our appreciation to Deborah Holliday QC whose term as an Ordinary Commissioner ended in October 2021.

Finally, and importantly, I want to recognise the commitment and dedication of our staff, who have carried out their work while meeting many additional demands throughout the year. Thank you for your continued professionalism.

Bruce Barbour
Chairperson

Message from the CEO

As for many public sector agencies, this year has been a challenging one. For the CCC, this has been compounded by the various external reviews and inquiries, as well as the continuing impacts of COVID-19.

While we have had to reallocate resources to meet these demands, as an organisation we have continued to deliver strong results.

Continuing to build critical capabilities

In the past year, we have continued to build our critical capabilities to enhance our ability to respond to a complex and continually evolving operating environment.

Despite the ongoing challenges posed by COVID-19, we continued to improve our capability in workforce planning, digital resilience and innovation, intelligence gathering and forensic computing, and data and insights analytics.

Our CCC Futures strategies (2020–24) specifically target investment in initiatives to build critical capabilities, and connect our people, insights and technologies.

We designed leadership resources to reinforce our commitment to embracing authentic and supportive leadership to enhance employee engagement.

Another key deliverable was the development of a new Employee Experience Measurement approach to monitor employee engagement and experience across the employee lifecycle, including recruitment and onboarding; change, development and promotion; and offboarding.

These investments will inform our strategies and actions to attract and retain talented people, and to drive improved business outcomes in support of our strategic objectives.

Like most organisations, however, the CCC has been impacted by the cultural phenomenon referred to as 'the great resignation' and its consequences in the labour market. Maintaining a diverse, engaged and adaptable workforce remains a key strategic goal, but as

an organisation we have experienced pressure in attracting and retaining top talent, particularly in fields such as financial investigation, data and analytics, information technology and project management.

As a result, some of our projects and initiatives have been re-focused, especially in our information technology space. We have deliberately chosen to focus on information security, user experience and maintenance of existing tools and systems, rather than investing in new systems which would come at a premium in the current labour market. These conditions have also provided the opportunity to refine and promote our employee value proposition as a mechanism for competing for talented people.

Notwithstanding these challenges, our initiatives over the past year have positioned us as an early adopter and leader in digital resilience and innovation.

Significantly, our key deliverables included implementing enhancements to our cloud and firewall security, implementing a stakeholder management system to manage our stakeholder relationships and engagement processes, and replacing all remaining aged computing fleet devices with Surface Pro 7 devices.

We also commenced the replacement of audio-visual equipment in all hearings and training rooms, and commenced an applications roadmap.

I am confident these investments will continue to strategically position the CCC for the future by ensuring digital platforms remain contemporary, secure, fit-for-purpose and sustainable.

Case management system

As reported in last year's annual report, deployment of a new case management system (Nexus) was expected in early 2021, however, this was delayed due to the identification of intolerable security vulnerabilities in the vendor's software.

In October 2021, I made the decision to terminate our contract with the vendor. This decision was based on the assessment of the vendor's ability to remediate the security issues and their ability to address a number of identified defects. The CCC concluded that the vendor's solution would not be fit-for-purpose nor achieve the original scope of the project, and determined that the ongoing issues were unlikely to be resolved within a suitable timeframe or without further substantial investment. We were not willing to compromise the significant volume of protected information we hold.

While this outcome is disappointing, a number of products have been developed over the life of the Nexus project which have provided tangible benefits to the CCC. This includes documented workflows for our Crime and Corruption work environments, and a data security model governing access to our operational data as well as data capture sheets which outline screen layouts and data input rules for future solutions.

Three foundational products that continue to guide our operational work are the Operating Model, Operational Framework and Operations Manual.

We are currently exploring options for a platform-based, modular solution to allow integration of data between systems without limiting the utility of applications specific to the needs of different functions within our agency.

Our changing operating environment

The Queensland public sector, law enforcement and regulatory environments relevant to the role of the CCC are changing. These changes are being driven by a significant renewal agenda, with various external reviews being undertaken and finalised this year, or due to come to a close shortly.

It is critical we respond, and do so effectively, to the changes arising from these reviews.

The recommendations made by these reviews will impact the CCC and broader public sector environment, and drive amendments to CCC strategies, operating models, workforce and culture. While most of the reforms will directly impact the corruption function, the impact of the renewal agenda will be experienced Commission-wide.

For this reason, we have considered how the CCC can best respond strategically and operationally to the entire renewal agenda. Over the coming year, we will deliver this by enhancing a range of capabilities, including strategy management, strategic project management and project delivery, strategic policy management and compliance, and talent and capability development, among others. From August 2022, the CCC is operating under a different organisational structure which incorporates the newly established Strategy and Renewal Division to deliver these capabilities.

Looking ahead

In the year ahead we will focus on delivering our business as usual and investing in critical additional activities. It is likely that we will require capacity and resources to respond to changes as a result of the various external reviews and inquiries that we have, and continue to be, involved in.

I would like to thank our staff who have continued to work with great resilience and unwavering commitment during a challenging year for the agency.

Finally, I wish to acknowledge our former Chairperson Alan MacSporran QC who left the CCC earlier this year. I sincerely thank Alan for his leadership of our agency over the past six years.

I also thank Senior Executive Officer (Corruption) Paul Alsbury who left the CCC in February 2022. Paul made a significant contribution in leading our Corruption Division and as a member of the Executive Leadership Team.

I wish both Alan and Paul the very best for the future.

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.

The CCC 2021–25 Strategic Plan provides the foundation for this annual report, as we track our progress against our strategic objectives and the 2021–22 areas of focus related to those strategic objectives.

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

Our key strategies to progress this objective are to:

- work with our partners to solve and prevent 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
- inform, educate and empower public institutions to build corruption resistant cultures, and
- contribute to improved public policy decision-making by providing independent and evidence-based 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 2021–22

In 2021–22, we had five 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 people
- corruption involving misuse of confidential information, abuse of authority and exploitation of public sector resources, 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:

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

Measuring our performance

We evaluate our performance toward the objectives in our 2021–25 Strategic Plan against the following performance measures:

- improved investigative outcomes
- improved confidence in the work of the CCC
- improved staff engagement and wellbeing, and
- improved systems and analytic capability.

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

The CCC 2021–25 Strategic Plan is available at www.ccc.qld.gov.au/publications/ccc-strategic-plan.

2021–22 at a glance

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

Improved investigative outcomes

- Finalised 21 corruption investigations
- Finalised two joint corruption investigations with QPS Ethical Standards Command which resulted in multiple criminal charges against seven defendants, and disciplinary action against seven police officers (page 39)
- 15 corruption matters were finalised in court this year, of which nine were successful — a 60 per cent success rate, which is consistent with outcomes achieved by the ODPP across the criminal justice sector. Outcomes included custodial sentences and restitution of funds fraudulently obtained or misappropriated
- Worked with the QPS to advance five investigations into organised criminal activity. We also finalised another three organised crime or intelligence operations focused on disrupting the systems and expertise that enable criminal networks to thrive:
 - an investigation into money laundering, fraud and drug trafficking alleged to be facilitated by a professional service provider and a retailer in South East Queensland (page 28)
 - an investigation into encrypted telecommunications distributors alleged to have facilitated drug trafficking and money laundering activities (page 29)
 - an investigation into the alleged facilitation of criminal offences, specifically drug trafficking and money laundering, through the use of cryptocurrencies and gold bullion, and complex company structures (page 29)
- Held 151 days of crime and intelligence hearings, examining 142 witnesses
- Worked with the QPS to advance or solve four homicide investigations, and seven investigations into crimes against children, including four child deaths (pages 34–36)
- Restrained \$8.786 million and secured court orders forfeiting \$7.419 million in proceeds of crime (page 29)

Improved confidence in the work of the CCC

- Released the results of our survey of employees of government departments about their perceptions of corruption and risks to integrity (page 49)
- Invited the public to provide submissions on influencing practices in Queensland, as part of our ongoing body of work on lobbying and associated corruption risks associated with public–private partnerships (page 42)
- Took a more proactive approach to providing technical support to public sector agencies, particularly in relation to complaint assessment
- Worked with a partner agency to develop and deliver specifically targeted corruption prevention training with defined impact measures (page 49)
- Ensured public visibility of our role in overseeing agencies' management of complaints and corruption risks by publishing two summary audit reports, three audit-based guides for agencies and eight prevention advisories on our website
- Examined how our Aboriginal and Torres Strait Islander clients experience our complaints process, and will ensure that any improvements we make to the system are progressed in a culturally appropriate manner (pages 49 and 57)
- Responded to emerging and strategic crime-related risks by:
 - producing, for law enforcement, an assessment of Queensland's money laundering risk and the effectiveness of its response (page 32), and
 - enhancing our capabilities for investigating cryptocurrency-enabled crime (page 32)
- Published our research report on the extent of the disruptive impact of proceeds of crime action on reducing further offending (page 32)
- Engaged with the Attorney-General to improve the strength of Queensland's proceeds of crime schemes, through targeted policy and legislative reforms (page 33)
- Achieved a gold standard for our Annual Report 2020–21 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 55)
- Built a strong, inclusive culture which celebrates our key values, including by:
 - celebrating our employees' achievements (page 59), and
 - commencing the development of our next Innovate Reconciliation Action Plan (page 57)
- Supported the health and wellbeing of our people through holding 14 wellbeing activities
- Supported staff participation in Mental Health First Aid training sessions, with 27 staff now accredited as Mental Health First Aiders (page 58)
- Supported the professional development of our people including through investing \$210,973 in training and development (pages 55–56)
- Supported eight employees to undertake tertiary education and engaged 50 employees in our mentoring program to share knowledge and create networks (page 56)
- Participated in the 2021 Working for Queensland survey, demonstrating growth of two per cent in both Agency Engagement (66%) and Job Satisfaction (78%) since the previous year (page 59)

Improved systems and analytic capability

- Continued to develop our analytics capabilities to ensure that we connect people, insights and technology to reduce major crime and improve the integrity of public institutions, including:
 - development of a data catalogue to identify data assets held by the CCC (page 61)
 - continued development of our Analytics Data Warehouse using cloud technology (page 60), and
 - delivery of operational reporting through business intelligence dashboards (page 61)
- Updated the Corruption Allegations Data Dashboard on our website (pages 50 and 61)
- Implemented a Stakeholder Management System to manage the CCC's stakeholder relationships and engagement processes
- Continued the implementation of a rolling program of digital initiatives to further develop our digital maturity (page 60), including:
 - implemented enhancements to our cloud and firewall security
 - commenced a replacement program of the audio-visual equipment in hearing and training rooms
 - continued to support the mobility of our workforce by rolling out a new fleet of Surface Pro 7 devices, and
 - conducted a major version upgrade of our electronic document and records management system, and continued to optimise our digital Governance, Risk and Compliance system.

Performance information

Our Service Delivery Standards

As part of the Queensland Government's budget process, the CCC reports its non-financial performance in the Department of Justice and Attorney-General Service Delivery Statement. The CCC's performance is reported under the Service area: Crime Fighting and Anti-Corruption.

Crime Fighting and Anti-Corruption

Service area objective: Protect Queenslanders from major crime and corruption

Figure 1: Percentage of targeted criminal organisation participants disrupted as a result of CCC intelligence operations¹



Figure 2: Percentage of corruption investigations finalised within 12 months²

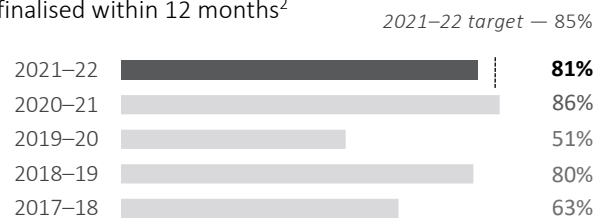


Figure 3: Percentage of referred crime investigations finalised within six months³

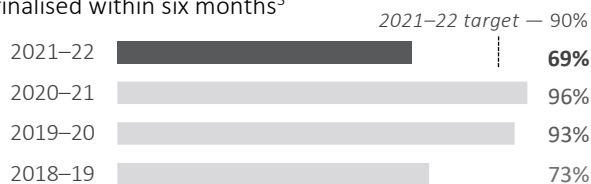


Figure 4: Percentage of corruption investigations resulting in significant outcomes

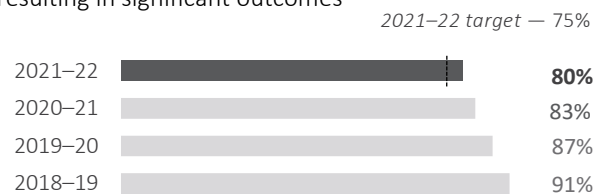


Figure 5: Percentage of coercive hearings that add value to a referred crime investigation

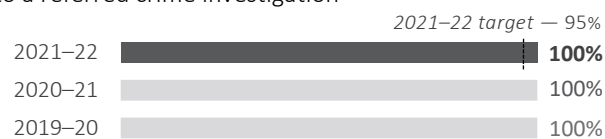


Figure 6: Average cost per assessment of corrupt conduct/police misconduct complaints

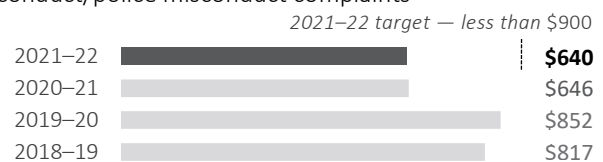
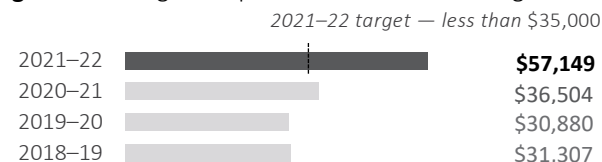


Figure 7: Average cost per referred crime investigation⁴



Notes:

- The variance between the 2021-22 target/estimate and 2021-22 result is due to higher than expected staff turnover and COVID-19 related disruptions.
- The 2021-22 target/estimate was not met. Investigations have been impacted by COVID-19 (through witness availability and disruption to investigative strategies) and the operational impacts of diverting investigative and legal resources to respond to emergent priorities. Furthermore, in relation to two investigations which exceeded 365 days in duration, the CCC's involvement was limited to providing financial assistance to the lead agency, and the timeframes were largely beyond the CCC's control.
- The variance between the 2021-22 target/estimate and 2021-22 result is due to factors outside of the CCC's control, including witnesses being certified for contempt, prioritisation of QPS investigations, and impacts relating to COVID-19.
- The variance between the 2021-22 target/estimate and 2021-22 result is due to fewer than anticipated referred crime investigations being finalised in the financial year. As indicated at note 3, the timeliness of investigations has been impacted by factors largely outside the CCC's control.

Other operational outcomes

Aspects of our work involve referrals from external agencies, primarily the QPS (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 finalised¹

2021–22		19
2020–21		32
2019–20		32
2018–19		37
2017–18		85

Figure 9: Corruption investigations finalised²

2021–22		21
2020–21		29
2019–20		53
2018–19		65
2017–18		56

Figure 10: Crime hearing days³

2021–22		151
2020–21		190
2019–20		178
2018–19		208
2017–18		259

Figure 11: Corruption hearing days⁴

2021–22		9
2020–21		43
2019–20		42
2018–19		36
2017–18		63

Figure 12: Value of assets restrained (\$ million)

2021–22		8.79
2020–21		20.16
2019–20		8.99
2018–19		28.25
2017–18		9.71

Figure 13: Corruption complaints received

2021–22		3,889
2020–21		3,490
2019–20		3,327
2018–19		3,109
2017–18		3,098

Figure 14: Value of assets forfeited (\$ million)

2021–22		7.42
2020–21		8.69
2019–20		7.18
2018–19		13.65
2017–18		9.45

Figure 15: Corruption allegations received

2021–22		8,859
2020–21		8,563
2019–20		8,726
2018–19		8,329
2017–18		8,862

Notes:

1. The fewer investigations finalised in 2021–22 is due to factors outside of the CCC's control including witnesses being certified for contempt, prioritisation of QPS investigations, and impacts relating to COVID-19.
2. The fewer investigations finalised in 2021–22 is due to the nature of complaints received and the number assessed as appropriate to be devolved to UPAs. This is consistent with the increased number of complaints that were not categorised as serious or systemic corrupt conduct. The CCC has commenced undertaking a comprehensive review of its Corruption Strategy. One objective is to ensure the CCC is focused on investigating serious cases of corruption.
3. Fewer hearing days occurred in 2021–2022 as several ongoing investigations were delayed due to collateral witness litigation and appeals, investigation strategies, and COVID-19 related disruptions.
4. Fewer hearings were conducted in 2021–22 as the nature of investigations undertaken relied upon other investigative methodology such as voluntary and directed interviews and s.75 Notices to Discover.

Financial summary

This financial summary provides an overview of our financial performance for the 2021–22 financial year. A detailed view of our financial performance is provided in the Financial Statements (see page 80).

Overview

The CCC had a net operating deficit of \$551,000 in 2021–22. This deficit is due to write-off of capital expenditure in 2021–22 for termination of the new Integrated Case Management System (ICMS) project.

Revenue

Total revenue for 2021–22 was \$65.479 million, increasing by 0.52 per cent or \$0.340 million from 2020–21.

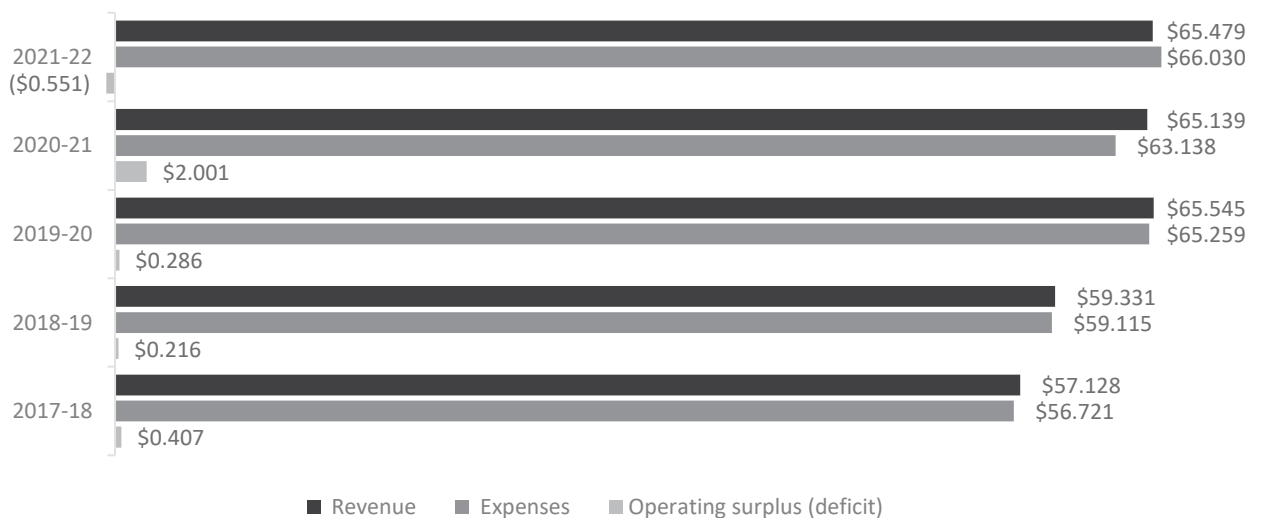
The State Government grant funds account for 97.6 per cent of our total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including employee car parking income and gains on sale of plant and equipment. The CCC also receives non-cash contributions for services from the QPS 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 2021–22, the CCC 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.

Figure 16: Financial results 2017–18 to 2021–22 (\$ million)



Expenditure

Total expenditure for 2021–22 was \$66.030 million, an increase of 4.58 per cent or \$2.892 million from the 2020–21 financial year. This is mainly due to a \$2.275 million write-off of capital expenditure in 2021–22 for termination of the ICMS project. Employee expenditure increased by 3.16 per cent or \$1.396 million over the previous year due to employee cost increases in line with government policy.

The CCC spent \$14.343 million for supplies and services expenditure in 2021–22, compared to \$15.190 million in 2020–21. This is a decrease of 5.6 per cent or \$0.847 million from the previous year and is mainly due to lower expenditure incurred on specialist contractor services utilised to deliver the Digital Workplace Program, including cloud infrastructure transition and savings on rent for the office accommodation.

Payments for office accommodation are the highest category of supplies and services expenditure at \$3.356 million or 23.4 per cent of total supplies and services expenditure. Telecommunications and access costs at \$2.497 million or 17.4 per cent for various services are the second highest category of expenditure, followed by information technology hardware and software maintenance at \$1.780 million or 12.4 per cent.

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

Financial position

Capital acquisitions

The CCC invested \$1.750 million on capital acquisitions during the financial year compared to \$2.120 million in 2020–21, mainly as part of the ongoing asset replacement and maintenance program in accordance with our Asset Strategic Plan.

Assets

As at 30 June 2022, CCC total assets were valued at \$28.239 million compared to \$28.481 million in 2020–21, a decrease of \$0.242 million from the previous year. The decrease is mainly due to the deficit caused by the write-off of the ICMS asset offset by cash held at the end of year to cover liabilities – for payables

due to timing of accruals for services delivered before 30 June 2022 that will be settled in July 2022. Both factors have resulted in the increase in cash reserves.

Liabilities

As at 30 June 2022, the CCC's liabilities were valued at \$4.659 million compared to \$4.350 million in the previous year. This increase of \$0.309 million relates to payables as outlined in the Assets section above.

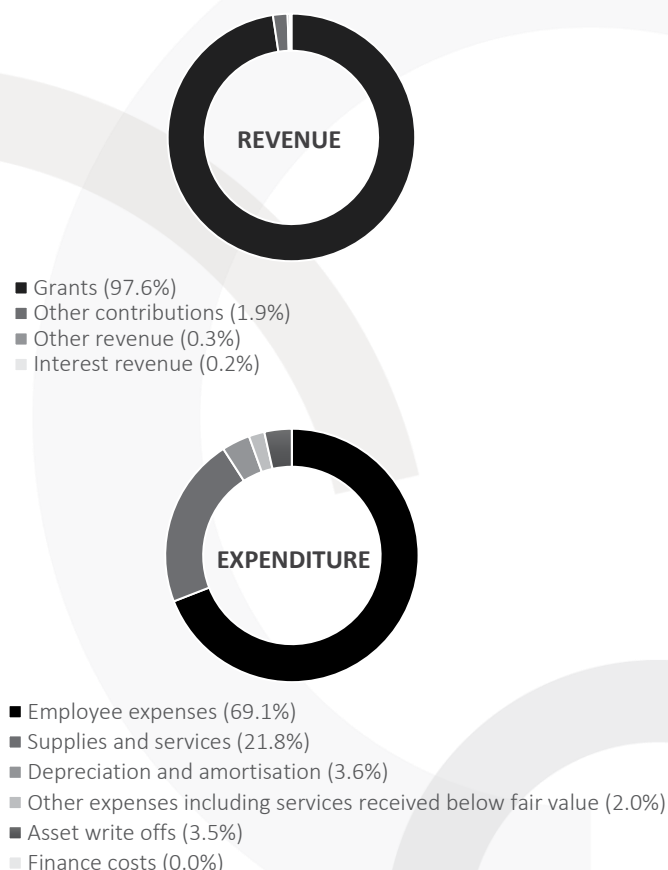
Net equity

As at 30 June 2022, our equity was valued at \$23.580 million. This is a decrease of \$0.551 million or 2.3 per cent, due to the deficit from 2021–22.

Current ratio

As at 30 June 2022, the CCC's current ratio is 4.74 (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: Revenue and Expenditure



Looking ahead

To support the delivery of our services and further our longer-term strategic objectives, in 2022–23 we intend to deliver the activities detailed below which align to the objectives in the 2022–26 Strategic Plan.

There are several reviews and inquiries which are being undertaken which will bear on our activities in the coming year. Implementation of the recommendations of these reviews and inquiries will be a key activity for the CCC in 2022–23 and beyond.

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

- Deliver the corruption strategic risk identification project to better understand the relationships between corruption risks, enablers and indicators of risks to develop a proactive approach to dealing with risks before they become systemic.
- Establish an operational environment for investigating cryptocurrency-related matters and an administrative environment to deal with cryptocurrency seizures as a result of investigations.
- Complete a review of the *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*.

OBJECTIVE: Build our organisational capability

- Deliver an online file sharing solution to provide a fast and secure method to transfer large files between the CCC and other organisations.
- Develop system requirements and an options paper for an investigation information and workflow management system for corruption investigations.
- Launch and commence delivery of actions within the CCC's second Reconciliation Action Plan.
- Develop supporting tools to assist in the recruitment of leadership talent.
- Deliver new and improved functionality to our internal digital Governance, Risk and Compliance (dGRC) platform.
- Implement a digital legal practice management system.