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# Governance and people

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# Our Commission

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

## Profile of our Commission

(as at 30 June 2022)

### Mr Bruce Barbour Acting Chairperson<sup>4</sup>

LLB (admitted as a Legal Practitioner to the Supreme Court of NSW in 1995), appointed as Ordinary Commissioner on 14 May 2021, and as Acting Chairperson from 28 January 2022.

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.

### 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 Helen Darch OAM 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. Ms Darch 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, Allinto Board, Metro South Hospital and Health Service Board, and PA Research Foundation Board.

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<sup>4</sup> Mr Barbour's appointment to the role of CCC Chairperson took effect from 2 July 2022.

## Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that the CCC Chairperson and Deputy Chairperson must have served as, or are qualified to serve as, a judge of the Supreme Court of any state, the High Court or the Federal Court. The Act also requires that Ordinary Commissioners have the qualifications, experience or standing appropriate to help the Commission perform its functions.

Commissioners are appointed by the Governor-in-Council for a maximum of five years, with the provision of a further five-year re-appointment as long as 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. The Chairperson may appoint for a temporary period a sessional commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to the Commission's functions.

## Appointment criteria for the Chief Executive Officer

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

**Table 6:** Commission meetings from 1 July 2021 to 30 June 2022

Commissioner	Position	Meetings attended	
		Ordinary meetings	PCCC meetings <sup>1</sup>
Mr Alan MacSparran QC <sup>2</sup>	Chairperson	6	1
Mr Bruce Barbour <sup>3</sup>	Acting Chairperson	11	2
Mr Sydney Williams QC	Deputy Chairperson	11	0
Ms Deborah Holliday QC <sup>4</sup>	Ordinary Commissioner	2	0
Ms Helen Darch	Ordinary Commissioner	11	0
<b>Ex officio members</b>			
Ms Jen O'Farrell	Chief Executive Officer	11	3
Mr Paul Alsbury <sup>5</sup>	Senior Executive Officer (Corruption)	5	1
Ms Sharon Loder	Senior Executive Officer (Crime)	11	2
Dr Rebecca Denning	General Manager, Corporate Services	9	0
Detective Chief Superintendent Darryl Johnson APM	General Manager, Operations Support	2	0
Detective Chief Superintendent Roger Lowe <sup>6</sup>	General Manager, Operations Support	2	0
Mr David Caughlin <sup>7</sup>	Acting Senior Executive Officer (Corruption)	4	2
Mr Peter Le Clercq <sup>8</sup>	Acting Executive Director, Strategy and Performance	6	0
Acting Detective Chief Superintendent Stephen Loth <sup>9</sup>	Acting General Manager, Operations Support	4	0
Detective Superintendent Mark Reid <sup>10</sup>	Executive Director, Corruption Operations	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 MacSparran QC resigned from his position as Chairperson effective 28 January 2022.
3. Mr Barbour attended as Ordinary Commissioner between 1 July 2021 and 28 January 2022. He subsequently attended as Acting Chairperson following his appointment to the role from 28 January 2022.
4. Ms Holliday QC's tenure as Ordinary Commissioner ended on 15 October 2021.
5. Mr Alsbury resigned from his position as Senior Executive Officer (Corruption) effective 11 February 2022.
6. Detective Chief Superintendent Lowe replaced Detective Chief Superintendent Johnson as General Manager, Operations Support on 12 April 2022.
7. Mr Caughlin's attendance since 10 February 2022 was in his capacity as Acting Senior Executive Officer (Corruption).
8. Mr Le Clercq's attendance between 16 August 2021 and 3 September 2022 was in his capacity of Acting General Manager, Corporate Services and since 21 February 2022 as Acting Executive Director, Strategy and Performance.
9. Acting Detective Chief Superintendent Loth's attendance between 5 July 2021 and 2 January 2022 was in his capacity of Acting General Manager, Operations Support.
10. Detective Superintendent Reid's attendance on 24 June 2022 was in his capacity as a proxy for Acting Senior Executive Officer (Corruption) Mr Caughlin.

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# Our Executive Leadership Team

**The Executive Leadership Team (ELT) supports our Commission by leading discussions, providing advice and making recommendations on strategic and operational matters critical to the CCC's performance. Our Chairperson is a member of the ELT.**

## Profile of our ELT

(as at 30 June 2022)

### **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.

### **Mr David Caughlin** **A/Senior Executive Officer (Corruption)<sup>5</sup>**

B Arts (Government), LLB (admitted as a legal practitioner in 2006), GAICD, appointed in acting capacity on 10 February 2022

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 Caughlin has significant legal experience in the public sector, having worked as a criminal defence lawyer with Legal Aid Queensland and in various senior roles across the CCC. In his substantive role, Mr Caughlin is the Executive Director, Legal, Risk and Compliance at the CCC.

### **Detective Chief Superintendent Roger Lowe** **General Manager, Operations Support**

MLship and Mgt (Policing&Security), MTerrorism and SecurityStud, G.Cert Applied Management, appointed on 12 April 2022

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

Mr Lowe has over 37 years' service with the Queensland Police Service and is an experienced senior manager in the portfolios of Intelligence, Organised Crime, Counter Terrorism, Assistant to the State Coroner and in the Ethical Standards Command. Mr Lowe is widely recognised for his national leadership in establishing outlaw motorcycle gangs prevention and diversion programs to reduce the risk of violence and crime to the community.

### **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 68 for further details about the role of our ELT.*

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<sup>5</sup> Mr Caughlin's acting appointment as Senior Executive Officer (Corruption) ended on 8 July 2022.

# 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 2021–22, our workforce equated to 315.94 full-time equivalent (FTE) employees.<sup>1,2</sup>

## Employee profile

**Table 7:** Full-time equivalent employees by division

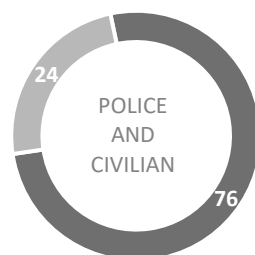
Division	FTE <sup>1,2</sup>
Corruption	89.7
Crime	60.76
Office of the Commission	7
Operations Support	76.58
Corporate Services	71.9
Strategy, Innovation and Insights	10
<b>Total</b>	<b>315.94</b>

**Notes:**

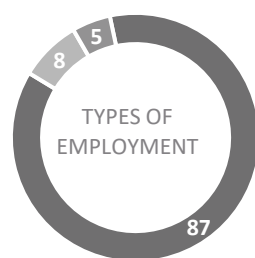
1. Full-time equivalent refers to all permanent, temporary and casual employees (including Commissioners).
2. FTE figures in this section are as at 17 June 2022, which was the last full fortnight of the June quarter. This differs slightly to FTE figures in our audited Financial Statements (see page 90).

**Figure 21:** Our employee breakdown

Of our civilian workforce, 87 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).



■ 76% Civilian ■ 24% Police



■ 87% Permanent ■ 8% Temporary  
■ 5% Casual

## Diversity and inclusion

We are committed to supporting equity and diversity. Information on our activities to support these outcomes can be found on pages 57 to 59 of this report.

**Table 8:** Our diversity profile

Diversity measure	Percentage of employees
Gender	
Women (civilian)	61%
Women (police)	25%
Women in SO positions	32%
Women in SES positions	43%
Women (total)	61%
Aboriginal and Torres Strait Islander background <sup>1,2</sup>	1%
Culturally or linguistically diverse background <sup>1,2</sup>	7.0%
Living with a disability <sup>1,2</sup>	5%
Generational groupings	
Traditionalists (1928–1944)	0%
Baby Boomers (1945–1964)	11%
Generation X (1965–1979)	46%
Generation Y (1980–1994)	38%
Generation Z (1995+)	5%

Notes:

- Figures relate to all civilian employees and do not include seconded police officers because diversity statistics are not available.
- Data is based on employees who have voluntarily disclosed this information to us.

## Early retirement, redundancy and retrenchment

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

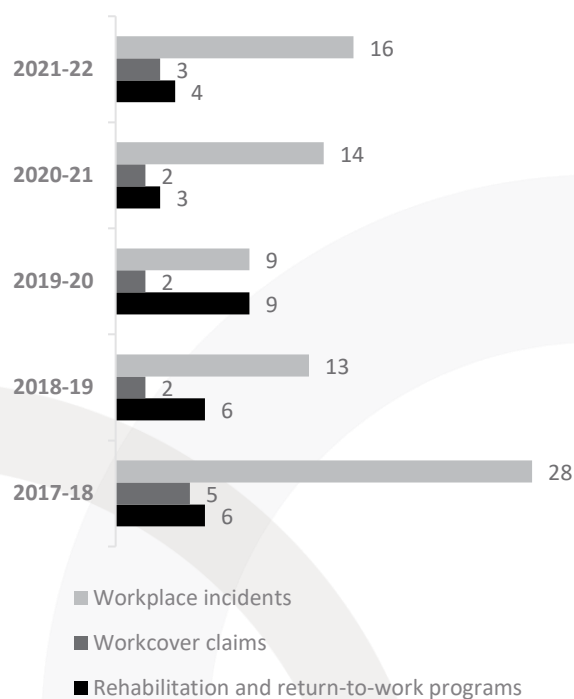
## Workplace health and safety

We maintain a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011*.

In 2021–22, we had 16 reported workplace health and safety incidents and three WorkCover claims (see Figure 22).

We also provided rehabilitation and return-to-work programs for employees where required.

**Figure 22:** Workplace incidents, WorkCover claims and rehabilitation and return-to-work programs



# Our governance and oversight

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

The CCC's governance framework includes the following elements:

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

## Governance Committees

### Executive Leadership Team (ELT)

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

- **Strategic oversight** — understanding the CCC's 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 the CCC's governance framework.
- **Portfolio assessment** — setting priorities in alignment with strategic goals and objectives, approval of investigations and projects (including resource allocation). This also includes assessing complaints categorised as 'High', in accordance with the Complaint Categorisation and Prioritisation Model.
- **Portfolio review** — analysing business activity and optimising the focus of CCC 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

The Budget Management Committee is a sub-committee of the ELT and assists the ELT and the Commission in its responsibilities related to financial management.

The committee provides independent advice to the Commission through its reporting structure but does not replace existing lines of authority or reporting. The committee acts as a review body over the financial and budget processes of the CCC.

The Budget Management Committee comprises the ELT and the Chief Finance Officer.

### Organisational Safety and Wellbeing Committee

The Organisational Safety and Wellbeing (OS&W) Committee is responsible for providing a focal point for staff participation in the CCC's safety and wellbeing program and assisting the CCC to meet its legislative requirements under the *Work Health and Safety Act 2011*.

The OS&W Committee acts as a review body over the safety and wellbeing processes of the CCC by monitoring conditions to ensure that staff safety and wellbeing are safeguarded, and promoting a cooperative approach with regards to relevant safety and wellbeing issues.

Committee membership comprises of both management and employee representatives from all divisions. The three management representatives are the Chief Executive Officer (committee chair), the Director, Human Resources and the Safety Adviser.

### Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of our agency.

The ARMC is a five-person committee consisting of the Chief Executive Officer (the Commission's nominee), two internal members and two external members, one of whom is the ARMC Chair (see Table 9). The CCC Chairperson is an ex officio member of the committee. The CCC's Senior Internal Audit Manager and representatives from the Queensland Audit Office (QAO) have standing invitations to attend ARMC meetings.

Key achievements for 2021–22:

- Endorsed the CCC annual Internal Audit Plan 2022–23, Strategic Internal Audit Plan 2022–27 and our Annual Financial Statements 2020–21
- Monitored the ongoing delivery of our Internal Audit Program 2021–22 and the progress of implementing internal audit and external review recommendations
- Received and considered the QAO Closing Report 2020–21, Interim Management Report 2021–22 and endorsed their Audit Plan 2021–22
- Noted updates to some of our accounting and financial related policies and the ARMC Charter, and
- Received and considered reports from external reviews conducted on our network and website security.

Meetings were held on a quarterly basis.

**Table 9:** Membership and meetings of the ARMC

Name	Position	Meetings attended
Mr Mike Meintjes <sup>1</sup>	ARMC Chair (external)	1
Mr Ian Hall <sup>1</sup>	ARMC Chair (external)	4
Mr Stuart Hatton <sup>2</sup>	External member	4
Ms Jen O'Farrell	CCC Chief Executive Officer	3
Ms Sharon Loder	CCC Senior Executive Officer (Crime)	4
Mr David Caughlin	CCC Acting Senior Executive Officer (Corruption)	3
<b>Ex officio members</b>		
Mr Alan MacSporran QC <sup>3</sup>	CCC Chairperson	1
Mr Bruce Barbour	Acting CCC Chairperson	2
<b>Invitees</b>		
Mr Richard Bosanquet	CCC Senior Internal Audit Manager	4

Notes:

1. As an external Chair of the ARMC, Mr Meintjes was remunerated \$2,000 and Mr Hall \$8,000 during 2021–22. Mr Meintjes' term as ARMC Chair ceased in August 2021, and Mr Hall commenced as the ARMC Chair on 9 August 2021. To ensure a smooth transition, both Mr Meintjes and Mr Hall attended the first ARMC meeting for 2021–22.
2. Mr Hatton commenced as an external member of the ARMC on 9 August 2021. As an external member of the ARMC, Mr Hatton was remunerated \$5,000 during 2021–22.
3. Mr MacSporran QC resigned from his position as Chairperson, effective 28 January 2022, with Mr Barbour commencing as Acting Chairperson at 5pm on 28 January 2022.



## Risk management

Risk management is a key element of good governance and is essential in managing the CCC's business operations. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Commission which is responsible for setting the agency's Risk Appetite Statement and ensuring our strategic risks are identified and managed in accordance with the CCC's Risk Management Framework.

Risk management is a standing agenda item at monthly ELT meetings to ensure strategic and operational risks are reviewed regularly to monitor risk treatments and the overall effectiveness of controls. Where appropriate, matters may be referred to the Audit and Risk Management Committee (ARMC). The ARMC provides oversight of the effective performance of the CCC's risk management framework and function.

The CCC's risk management policy and framework aligns with the international standard ISO 31000: 2018 Risk Management – Guideline to ensure that risks are managed effectively and consistently across the agency and minimised through a robust system of internal controls.

We also utilise other frameworks to assist us in making risk-informed decisions to support the strategic and operational work of the agency, including our:

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

Following the release of an updated Fraud and Corruption Control Standard (AS 8001–2021) in June 2021, we reviewed our Fraud and Corruption Control Plan this year to ensure we remain aligned with the 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 2021–22, we considered the key emerging risks and opportunities as:

- promoting a safe and positive work environment to enable our people to have a healthy work life balance
- future proofing our workforce by attracting and developing people to maintain our critical capabilities
- 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
- adapting and growing our capabilities to maintain pace with the technological changes that continue to enable crime and corruption
- adapting our services to support stakeholders to respond to major and organised crimes committed in multiple jurisdictions
- communicating to the public the outcomes we achieve and the contribution we make to the community, and
- continuing to build our intelligence capability and products to identify future areas of focus and effort.

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## 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 2021–22:

- Developed our Internal Audit Plan 2022–23 and Strategic Internal Audit Plan 2022–27 based on our strategic and operational risks and presented both plans to our ARMC and Chairperson.
- Successfully executed our Internal Audit Plan 2021–22 to ensure alignment with our key and emerging risks, providing reports to our ARMC and Chairperson.
- Completed 11 internal audits: Vic Roads Agreement, Austrac Memorandum of Understanding (MOU), Personal Property Securities Register MOU, IT Platform and Application Management, COVID-19 Management and Operational Response, Facilities Management, Corporate Culture, Flexible Work Arrangements, Data Integrity (Compass), Succession Planning, and Governance Committees.
- 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 audits the CCC's financial statements in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2021–22, the CCC received an unqualified audit report.

## 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 the CCC's functions and structure, reporting to the Queensland Parliament on relevant matters, and considering and giving bipartisan support to the appointment of the CCC's 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 2021–22, the CCC met formally with the PCCC three times in both public and private meetings, to discuss our current activities and performance.

On 28 May 2021, the PCCC resolved to commence a public inquiry into the CCC's investigation of former councillors of the Logan City Council. A report was tabled on 2 December 2021, making six recommendations.

In response to recommendation 6 of that report, on 31 January 2022 the Queensland Government announced a Commission of Inquiry relating to the Crime and Corruption Commission. This Commission reviewed the investigative and charging powers of the CCC, as well as the role of seconded police officers. The Commission of Inquiry commenced on 7 February 2022 and reported on 9 August 2022.

### 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 the CCC's records and files.

In 2021–22, the Parliamentary Commissioner:

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

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 74.

### 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 the CCC complies with the *Crime and Corruption Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009* (Qld). This includes examining the CCC's applications for covert search warrants and surveillance warrants.

### The courts

The courts, in particular the Supreme Court of Queensland, play a significant role in the use of the CCC's 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 the CCC's functions in relation to major crime and specific intelligence operations. The CCC's jurisdiction for major crime investigations and intelligence operations is enlivened by way of referrals or authorisations made or approved by the Committee.

The members of the Crime Reference Committee are:

- 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.

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

### Controlled Operations Committee

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

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

The committee comprises:

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

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

### Witness identity protection certificates issued

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

This year, 24 certificates were issued by the Commissioner of Police on the basis that they were satisfied the disclosure of the operative's identity was likely to endanger the safety of the operative.

Twelve witness identity protection certificates issued by the Commissioner of Police were cancelled. Of the 12 certificates, seven were cancelled due to no evidence being required by the operative, and the remaining five were cancelled due to administrative errors.

No certificates were issued by the CCC Chairperson.

## Audits of our warrant records

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

The Parliamentary Commissioner continues to report favourably on the CCC's procedures regarding obtaining telecommunications interception warrants and managing telecommunications interception warrant information. Both the September 2021 and March 2022 reports noted that the CCC was compliant with its record-keeping obligations under sections 14, 15 and 16 of the *Telecommunications Interception Act 2009* (Qld) (TI Act) and restricted records obligations under sections 18, 19 and 20 of the Act.

The September 2021 report, which deals with records for the 2020–21 financial year, identified a minor contravention of the *Telecommunications (Interception and Access) Act 2009* (Cth) where telecommunications interception material had been mistakenly provided to the PCCC. A minor contravention of the TI Act was also identified in that report where a required report had not been provided to the Attorney-General. Both contraventions were promptly corrected.

In October 2021, the Commonwealth Ombudsman inspected the CCC's stored communications records for the period 1 July 2020 to 30 June 2021. The Commonwealth Ombudsman identified an error in the CCC's annual report to the Minister for Home Affairs under section 186 of the *Telecommunications (Interception and Access) Act 1979* (Cth) regarding the number of preservation notices revoked during 2020–21. In November 2021, the CCC notified the Minister of the discrepancy in the statistics.

The Commonwealth Ombudsman welcomed the actions taken by the CCC to resolve the compliance issues identified and commented that these actions demonstrated the CCC's maturing compliance culture.

In October 2021, the Commonwealth Ombudsman provided the CCC with a report regarding the August/September inspection of the CCC's records in relation to telecommunications data for the period 1 July 2020 to 30 June 2021. The Ombudsman noted that it had not made any new findings for the financial year and acknowledged the good practices implemented by the CCC including a disclosure register and monthly internal audits of telecommunications data authorisations.

We have adopted suggestions made by the Commonwealth Ombudsman regarding our reporting methodology to ensure all required information is captured and provided. The CCC reviewed its reporting for the 2018–19, 2019–20 and 2020–21 financial years and identified discrepancies in the information provided. Addendums containing the correct statistics were provided to the Minister for Home Affairs on 9 November 2021.

We also conducted a review to identify data which had been received outside authorisation parameters. This data was quarantined and removed from the CCC database.

In 2021–22, the Public Interest Monitor (PIM) identified discrepancies in the CCC's submission to the PIM's annual report 2020–21 to the Attorney-General regarding surveillance device warrants. The correct statistics and further requested information was promptly provided to the PIM.

**Table 10:** Use of powers 2021–22<sup>1</sup>

Description	Crime		Corruption	Proceeds of crime
	Investigation	Intelligence		
Notices issued to attend hearing	201	0	6	N/A
Notices to produce	108	0	N/A	220
Search warrants	9	0	5	N/A
Notices to discover information	N/A	N/A	131	N/A

Note:

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

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## Securing and managing our information

### Information Security attestation

Departments and other State bodies are required to submit an Information Security Annual Return which includes 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 the responsible management of records in line with the requirements of the *Public Records Act 2002*, 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. New commission officers are provided copies of the CCC Recordkeeping policy and the Information Security Classification policy and procedure to help them understand how records are securely managed within the CCC.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant and contemporary.

The management and handling of sensitive information across the CCC has been strengthened through the review and restructuring of document filing structures which, whilst meeting our legal recordkeeping obligations, meet the requirements of operational areas.

We have commenced reviewing the electronic storage and management of lawfully obtained Telecommunication Interceptions. This review will ensure that our processes remain consistent with the *Telecommunications (Interception and Access) Act 1979* (Cth) and the *Telecommunications Interception Act 2009* (Qld) and continue to be appropriate.

There were no serious breaches of the agency's information security in 2021–22.

### Transitioning to digital recordkeeping

We have 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. This included updating the Digitisation and Disposal of Records policy and procedure which facilitates the early disposal of certain physical source records, in favour of retaining only electronic records, in a way which complies with the *Public Records Act 2002* and the Records Governance Policy.

We have continued to implement system enhancements and move towards a paper-lite workplace. This year, we integrated eDRMS functionality into our operational processes, upgraded our eDRMS system to deliver new functionality and worked with operational areas to develop digital processes to deliver operational requirements and efficiencies.

### Retention and disposal of records

We retain our records in accordance with retention and disposal schedules approved by QSA.

In June 2018, QSA 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. This freeze was lifted in March 2020 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. We worked with QSA to create the Retention of Records Relating to Vulnerable Persons Policy and Procedure. The CCC developed new work instructions and implemented training to support the implementation of the new policy.

In line with new digital information management practices, we have also commenced decommissioning our physical library holdings.

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### **Open Data**

The following data sets are published on the Open Data website at [www.data.qld.gov.au](http://www.data.qld.gov.au):

- Consultancies
- Overseas travel – noting there was no overseas travel in 2021–22
- Language services.

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