
Reducing crime and corruption in Queensland

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Key strategies:

- 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
- Contribute to improved public policy decision making by providing independent and evidence-based advice to government

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

This year we remained focused on disrupting high value illicit markets and sophisticated criminal networks operating in Queensland. These networks endanger our community by engaging in serious criminal activity including firearms trafficking, cybercrime, organised fraud, and the distribution of illicit drugs. We continue to target and investigate illicit market activity with the highest value and causing the most devastating impacts to Queenslanders, their families, and our community.

Organised crime groups are heavily involved in illicit markets, using sophisticated business models, specialised systems, and professional facilitators to enable their criminal activities and conceal their profits.

Facilitators and enablers are often portrayed as respected professionals within the community, who offer their expertise on a fee-for-service basis. They are typically recruited by organised crime groups through pre-existing networks which have global reach, requiring national and international law enforcement collaboration and coordination.

In response, we continued to work closely with our law enforcement partners in 2021–22, focusing our efforts on the systems and expertise that enable high value, high impact organised crime to thrive.

2021–22 was a challenging year for completing our investigations within targeted timelines. COVID-19 impacts such as lockdowns, border closures and public health mandates were as disruptive for our operations as for those involved in criminal activities.² These impacts included access to witnesses, including those in correctional facilities, court hearing delays, and difficulty coordinating resources.

Investigating crime

In 2021–22, we progressed 13 and finalised six crime investigations targeting illicit markets and their facilitators.

We held 72 days of hearings and examined 68 witnesses to support and advance investigations by the CCC or the QPS that were focused on illicit markets.

Facilitators involved in major crime operations

An ongoing investigation targeting professional facilitators and enablers resulted in the interception and seizure of 10 kilograms of methylamphetamine found in the possession of a Brisbane-based man alleged to be trafficking significant quantities of the drug from Sydney to Brisbane as part of a syndicate operating in South East Queensland.

The intervention removed dangerous drugs of an estimated commercial value of \$2 million from the Queensland community. Luxury goods with a retail value of approximately \$174,000 were also seized.

Four people were charged with seven offences involving alleged drug trafficking, contravening an information access order and possessing tainted property.

Gold Coast-based drug trafficking syndicate

In April and May 2022, the CCC conducted a hearing over eight days to examine the alleged drug trafficking, money laundering and weapon offending of a Gold Coast-based drug syndicate. The hearing revealed inner workings of the syndicate including additional assets purchased with tainted cash.

² See for example Nivett, Amy E.et. al., 'A global analysis of the impact of COVID-19 stay-at-home restrictions on crime', (2021) 5, *Nature and Human Behaviour*, 868-877.

Hearing held for methylamphetamine and ecstasy traffickers

In May 2022, we concluded a hearing which had been held in three locations - Brisbane, Mackay and Yeppoon - examining the distribution of illicit drugs methylamphetamine and ecstasy by a Mackay-based syndicate. The hearing was able to provide key information to our law enforcement partners including information on methodologies used, the scale and profitability of the organisation and involvement of individual members.

Brisbane-based drug trafficking syndicate

In December 2021, we held four days of examinations investigating a Brisbane-based network involved in the transportation and distribution of methylamphetamine and cannabis. The hearing identified methodologies used within the syndicate.

Intelligence operations and activities

We share intelligence with our law enforcement partners that we have obtained through our investigations and intelligence activities. This enables a collaborative and holistic response to identifying and disrupting criminal networks, their participants, and the systems and expertise that allow them to operate successfully in our community.

In 2021–22, we progressed four intelligence investigations targeting facilitators and participants in illicit market crimes, and finalised two intelligence operations into illicit market activities. This included the examination of 12 witnesses over 15 days of hearings.

Additionally, we made 161 disseminations relating to investigations and in response to requests for information.

Encrypted telecommunications distributors enabling organised crime

In 2021–22, one operation enabled us to leverage our expertise in targeting encrypted telecommunications distributors suspected of enabling criminal activity such as drug trafficking and money laundering.

The operation identified the business model and transactional methodologies used by a supplier of dedicated encryption communication devices (DECDs). This resulted in the dissemination of 28 information

reports to assist our partner agencies investigate criminal networks allegedly using the devices to evade traditional telecommunication interception practices, as well as informing our collective understanding for future investigations targeting DECD suppliers and users.

Assessment of money laundering vulnerabilities in the gold bullion industry

In 2021–22, we undertook an intelligence operation targeting alleged money laundering by a facilitator through the use of cryptocurrency, gold bullion and complex company structures. The primary focus of the operation was to determine methodologies alleged to be used by the facilitator.

As a result of this operation, we disseminated six intelligence products to law enforcement partners to assist in their investigations.

We also disseminated a strategic intelligence assessment identifying regulatory issues in the gold bullion industry to a law enforcement partner. It is expected the paper will support a national assessment into the storage of proceeds of crime and money laundering activities.

Removing the financial benefits of crime

In 2021–22, we pursued our commitment to making serious crime not pay by targeting high profit, high impact crime. Our confiscation of assets gained from criminal activity undermines the profitability of those crimes and prevents crime-derived profits from being re-invested to support ongoing and additional criminal activity.

Criminal proceeds confiscation action

In 2021–22, on behalf of the State, we:

- assessed 61 matters for confiscation action against 68 persons alleged to have been involved in serious crimes
- obtained 16 restraining orders over the assets of 18 persons, with an estimated value of \$8.786 million, and
- obtained 30 forfeiture orders for the assets of 41 persons, with an estimated value of \$7.419 million.

As at 30 June 2022, we have 95 ongoing confiscation matters; comprising 22 finalised matters expected to realise \$5.761 million for the State of Queensland, and 73 active matters of which:

- 30 have potential for \$21.445 million in assets to be restrained, and
- 43 have an estimated \$46.242 million in assets under restraint.

Illicit markets

This year, our proceeds action related to illicit markets resulted in 15 restraining orders being obtained over assets valued at \$8.264 million and 29 forfeiture orders valued at \$7.171 million.

Significant outcomes in relation to restraint and forfeiture action this year include:

- Following a QPS drug trafficking investigation, \$1.151 million in assets was successfully forfeited to the State, including multiple motorcycles, a motor vehicle, and the proceeds from the sale of two properties purchased with tainted income.
- Following a QPS drug trafficking operation, \$1.8 million was forfeited to the State, including cash, luxury items and jewellery, as well as amounts located in bank accounts.

- The restraint of \$1.89 million in assets following a CCC investigative hearing into drug trafficking and money laundering which revealed that the assets were hidden in a storage shed.
- The restraint of \$2.58 million in cash as a result of a QPS-led investigation into a large-scale cannabis trafficking operation.

About our proceeds of crime function

Under the *Criminal Proceeds Confiscation Act 2002*, we are responsible for administering the civil confiscation scheme and serious drug offender confiscation order scheme. Under these schemes, we initiate actions to confiscate the proceeds of crime based on our investigations and on referrals from the QPS and other law enforcement agencies.

The civil confiscation scheme enables the restraint, and subsequent forfeiture, of a person's assets where there is a reasonable suspicion they have engaged in serious crime-related activity. The serious drug offender confiscation order scheme enables the confiscation of assets where a person has been convicted of a specific qualifying drug offence.

We work closely with the QPS and the ODPP to identify and litigate proceeds of crime matters, as well as the Public Trustee of Queensland, who holds and disposes of restrained property on behalf of the State of Queensland.

Figure 18: Proceeds of crime matters assessed, restraining and forfeiture orders issued in 2021–22



Action on Ice update

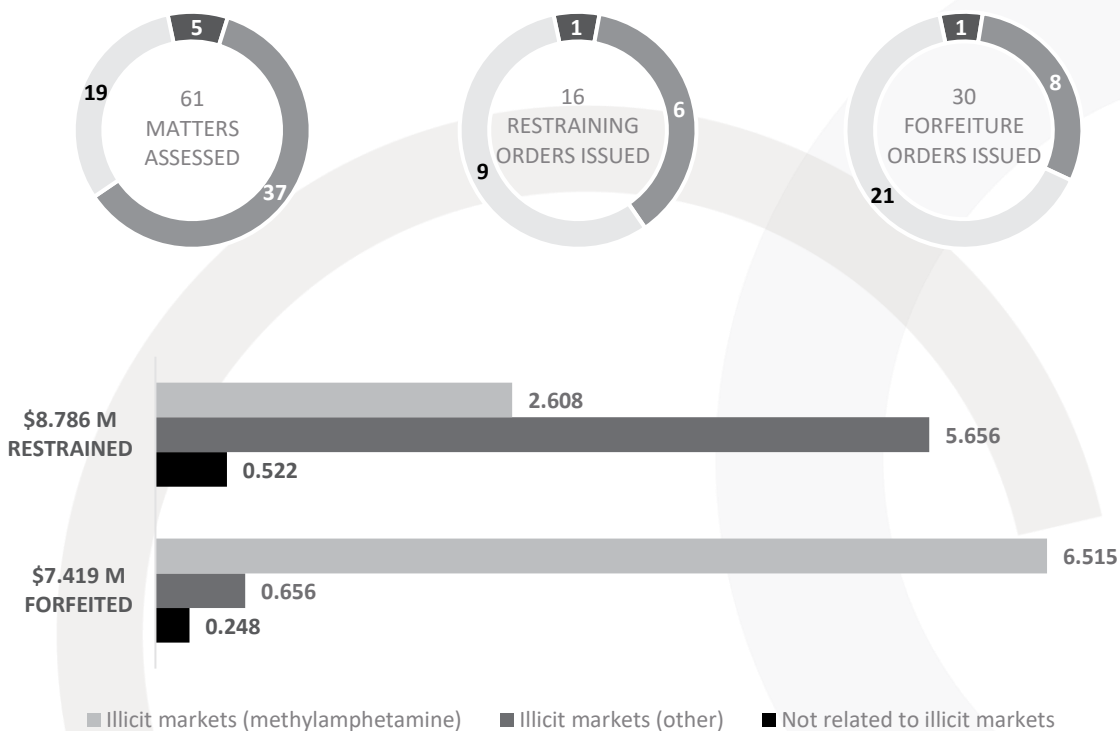
The Queensland Government's five-year *Action on Ice* plan commenced in 2018 to address the harms caused by ice (methylamphetamine) by breaking the cycle of drug use and building upon existing efforts across government agencies. The key activities address every aspect of the path to addiction, with a focus on reducing supply and demand for methylamphetamine, and minimising harm.

We are committed to the Government's plan to address and minimise the harmful impact of methylamphetamine upon Queensland communities. We support the Queensland Government's *Action on Ice* initiatives by prioritising investigations into high threat criminal networks that are trafficking methylamphetamine into Queensland.

In 2021–22, we removed the financial benefit from trafficking in methylamphetamine by restraining \$2.608 million worth of assets derived from, or associated with, methylamphetamine-related criminal activity, and obtained the court-ordered forfeiture of \$6.515 million worth of assets derived from or associated with methylamphetamine-related criminal activity (see Figure 19 for breakdown).

We also worked with the QPS to progress investigations into methylamphetamine trafficking by examining 28 witnesses over 31 hearing days.

Figure 19: Methylamphetamine-related matters as a proportion of total proceeds of crime matters assessed, restraining orders and forfeiture orders issued in 2021–22



Strategic and research projects

Assessment of money laundering in Queensland

Money laundering is one of the most significant and widespread enablers of organised crime. It allows criminal organisations to conceal and legitimise the financial benefits derived from their criminal activities.

Nine of the 17 illicit market investigations progressed this year involved suspected money laundering.

In 2021–22, we undertook a strategic assessment to examine the nature and extent of money laundering activity impacting Queensland.

In November 2021, we released our assessment report titled *Money Laundering Risk and Response: a Queensland perspective* to several law enforcement partners. The assessment provides contemporary insight into the problem of money laundering in Queensland, highlighting that it is a low risk, high reward activity for organised crime groups and their participants.

The report identified opportunities for law enforcement to detect and disrupt money laundering activity in Queensland, including:

- improved collaboration and information sharing on money laundering activity across jurisdictions
- legislative reform to address the contemporary nature and professionalisation of money laundering
- an increased investigative focus on money laundering and the development of contemporary expertise and the technological capability to prevent, detect and respond to money laundering activity, and
- implementation of national standards for data collection on money laundering activity to improve strategic responses.

We continue to work together with our state and Commonwealth law enforcement partners to coordinate action to address the recommendations from the assessment, including taking a lead role in progressing regulatory reform.

Measuring the impacts of proceeds of crime actions

In 2021–22, we completed a research project on the deterrent effects of confiscating the proceeds of crime through tracking offenders' contacts with the justice system before and after that action.

This research was the first of its kind, and the results, using Queensland data, provide support for the policy objective of Queensland confiscation regime: that asset confiscation can deter those whose assets have been confiscated from further offending, at least in the short to medium term.

The research provided insights into the types of offenders who are referred to the CCC for asset confiscation action. It also identified that improved data collection practices would assist future research in this area.

We shared the results of the research with Queensland law enforcement agencies, crime and justice researchers in the Queensland public sector, Australian experts on responding to organised crime, and the Australian public.

Enhancing our cryptocurrency investigation capability

In March 2021, we commenced a project to uplift our cryptocurrency capability with a focus on the infrastructure, resources and policies and procedures to support the training, administrative and operational environments for investigations involving cryptocurrency transactions.

As cryptocurrencies operate globally outside regulated financial markets and systems with a high level of anonymity, they are able to be exploited by criminal groups as a means of:

- securely making payments for illicit goods and services
- raising revenue to finance criminal activity, and
- laundering criminal proceeds through complex networks of exchanges, brokers and online services such as gambling platforms.

In May 2022, we completed the first stage of the project by establishing a training environment to facilitate ongoing crypto capability development, and developing an agency-wide capability framework to guide development activities. This framework will ensure we have the right capabilities to investigate matters involving cryptocurrencies and other crypto assets.

Our project report detailing the capability framework was disclosed to the QPS and other state and Commonwealth enforcement agencies to assist with the national effort in uplifting this necessary capability.

In 2022–23, we will continue to develop our crypto capability by commencing the next stages of the project to ensure we have an effective:

- operational environment for investigating cryptocurrency-related matters, and
- administrative environment to manage cryptocurrency seizures as a result of our investigations.

Legislative reform - Strengthening the effectiveness of Queensland's confiscation schemes

To strengthen the regulatory environment for proceeds of crime action, we pursued policy and legislative change by writing to the Attorney-General about several opportunities, including those to:

- modernise Queensland's money laundering offence,
- improve avenues for national cooperation on unexplained wealth, and
- strengthen the administration of the scheme.

We will work with the Attorney-General to progress these reforms.

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

The unlawful killing of another is the most serious offence in Queensland, attracting a maximum life sentence of imprisonment, which is mandatory in the case of murder. Offences causing death, or serious and permanent injury or disability, cause enormous grief to victims and/or their families, and are detrimental to the wellbeing and sense of safety of the community.

Offences of this kind are often premeditated or highly planned and may involve multiple motivated suspects. They may also involve domestic violence or have links to organised crime.

The CCC's coercive hearing powers are particularly effective in assisting the QPS in meeting these challenges.

The QPS may seek our assistance to help solve serious violent crimes, and we are able respond to these requests in the early stages of a police investigation if the use of our powers would result in a more effective investigation.

Investigating crime

During 2021–22, we supported several QPS operations involving homicides and other serious violent crimes by progressing seven crime investigations and finalising four investigations. We held 52 days of hearings and examined 51 witnesses. Some investigative outcomes are summarised below.

Stabbing murder in Kuraby in 2017

In July and September 2021, we held a hearing into the alleged stabbing murder of a 35-year-old man at Kuraby in October 2017. The hearing resulted in exhausting a line of inquiry in relation to strengthening the prosecution case against the defendant.

Suspected murder near Hervey Bay in 2021

In September and October 2021 and early 2022, we held a hearing to advance a QPS investigation into the alleged murder of a 64-year-old man at Craignish in August 2021.

The hearing obtained evidence from previously uncooperative witnesses and determined the credibility of another witness who had previously provided statements to police.

Suspected murder near Mackay in 2021

In support of another QPS investigation, we held a hearing in relation to the suspected murder of a 31-year-old female at Koumala on or about 9 August 2021.

The hearing was successful in exhausting a line of inquiry related to events around the vicinity of the crime scene.

Suspected murder of a police officer on Bruce Highway in June 2021

A hearing was held over six days in October 2021 and May 2022. The hearing successfully obtained vital evidence not previously available, strengthening the prosecution case against the defendants.

Focus area | Crimes against children and vulnerable people

We work in cooperation with other agencies to fight the most significant crimes involving physical or sexual abuse of children or other vulnerable people (such as the elderly or mentally or physically impaired persons), including homicide, grievous bodily harm (whether through violence, maltreatment, or neglect), torture and serious or organised sexual exploitation.

These crimes can be particularly difficult to prevent, detect and solve through conventional methods of enquiry or investigation in an increasingly complex, borderless, and technology-enabled crime environment.

Often offending occurs out of sight; physical or forensic evidence is compromised or destroyed; multiple suspects or offenders exist; offenders have authority over, or care for, the victim; and witnesses are unwilling to cooperate with authorities out of fear or due to their relationship with the offender.

CCC hearings play a significant role in facilitating the identification of victims, offenders, and witnesses, and obtaining vital information about offenders and their criminal networks and methods.

Investigating crime

In 2021–22, we continued to assist the QPS in investigating crimes against children and vulnerable people.

We commenced seven new investigations relating to this area of focus, and finalised seven investigations, most of which commenced in the previous financial year.

In 2021–22, we held 11 days of hearings and examined 11 witnesses to support and advance investigations into alleged crimes against children and vulnerable people.

Some investigative outcomes are summarised below.

Suspected grievous bodily harm to a six-year-old boy

In July 2021, we held a hearing in relation to the grievous bodily harm of a six-year-old boy at Caboolture in September 2020.

The hearing resulted in evidence being obtained from a previous uncooperative witness, as well as corroborating evidence to assist the QPS to rule out lines of inquiry.

Possession and distribution of child exploitation material

A hearing was held as part of an investigation into the alleged possession and distribution of child exploitation material by a 62-year-old Brisbane man and numerous others in Queensland with whom he engaged with online.

In October 2021, evidence was obtained from a previously uncooperative witness which provided significant utility to the QPS investigation.

Suspected homicide of a young boy

Between November and early December 2021, we held a hearing in relation to the suspected homicide of a 23-month-old boy at Gordonvale in September 2021.

The hearing was able to exhaust lines of inquiry in order to progress the investigation.

Investigation into housefire linked to killing of a four-year-old boy

In December 2021, a hearing was held into the suspected unlawful killing of a four-year-old boy and the doing of grievous bodily harm to his three-year-old brother as a result of a house fire on a rural property near Tara on 14 November 2017.

The hearing assisted in confirming suspected information and in exhausting lines of inquiry.

Suspected unlawful killing of a 16-month-old boy

In March 2022, a hearing was held into the suspected unlawful killing of a 16-month-old boy in Burpengary on 8 January 2022.

The hearing resulted in additional statements being obtained from witnesses regarding the events that occurred on the date of the incident.

Focus area | Corruption involving misuse of confidential information, abuse of authority and exploitation of public sector resources

This year we continued to investigate allegations of serious and systemic corruption within Queensland’s public sector. Our focus was on the conduct of people who sought to exploit the information, authority, and resources entrusted to them through their public sector employment.

In 2021–22, we received 3,889 complaints of suspected corruption. As one complaint may be comprised of multiple allegations, often against more than one person and describing various types of conduct, we received a total of 8,859 allegations.

The number of complaints we receive has been steadily increasing since 2015–16, with an 11 per cent increase this year (up from 3,490 last year). This is largely due to a significant increase in complaints against police – an increase of 27 per cent on last year. This is attributable to:

- positive action taken by the QPS to review incidents of alleged failure of duty on the part of investigating officers responding to domestic violence incidents, and
- non-compliance by police staff with the Commissioner’s direction regarding COVID-19 vaccine and workplace health and safety requirements.

Of the matters that fell within our jurisdiction, we commenced 26 investigations and finalised 21 investigations (some having commenced in previous years) resulting in:

- 73 criminal charges against eight people
- 19 recommendations for disciplinary action involving 12 people, and
- 67 prevention recommendations.

We referred 3,126 complaints to other agencies for investigation; of those, we identified 299 matters as requiring oversight (monitoring and review). Our reviews of external investigations led us to make 24 prevention recommendations.

When deciding on where to invest our resources, statistics are not the only factor we take into account. In line with the insights derived from the different stages of the complaints process, and in order to remain responsive to serious and emerging risks in the public sector, each year we review and may realign our areas of focus. In 2021–22, we expanded our focus area, as shown by the adoption of the term ‘abuse of authority’³. That wider scope includes senior executive staff, directors-general and council CEOs, as well as those with special legislative powers such as elected officials and the QPS.

This year we strengthened our collaboration with public sector agencies. This approach was one outcome of our Corruption Strategy 2021–25, with its embedded Prevention Strategy (see pages 48–49). The strategy is central to our approach and activities, not just in this focus area, but in the broader body of work undertaken by the Corruption Division, particularly in terms of stakeholder engagement and capability building (see pages 48–52).

³ Last year’s focus area was ‘Corruption involving elected officials, misuse of confidential information and exploitation of public sector resources’.

Misuse of confidential information

Employees of Queensland’s public sector agencies have access to a large amount of sensitive information in the course of their duties. They are trusted to ensure this information is kept secure and is not accessed by, or disclosed to, anyone who does not have a legitimate and lawful reason.

Misuse of confidential information occurs when a public sector employee accesses or discloses this information without a lawful reason, often to benefit themselves or another person. Such behaviour by police officers is particularly concerning due to the sensitive nature of the information to which they have access.

Misuse of confidential information encompasses any allegation that involves:

- unauthorised access to information
- unauthorised release of information
- illegal acquisition or retention of records

Information-related offences include intentionally disclosing official information, falsifying information or records, illegally acquiring or retaining information, and inadequately safeguarding information.

Corruption involving the misuse of confidential information has been a CCC focus area since 2017–18. As Table 1 shows, the number of complaints and allegations peaked in 2019–20, which may be explained by the high public profile of the issue at that time, with a CCC public inquiry on the subject and some high-profile investigations. Since then, the number of allegations have been slightly lower but have remained reasonably steady from 2020–21 to 2021–22.

Investigating corruption

In 2021–22, the CCC received 784 complaints relating to the misuse of confidential information, which represented 20 per cent of all complaints received during the year.

A total of 1,235 allegations were received, with the most common allegation relating to access and unauthorised disclosure of information. Twenty-six per cent (316) of these allegations related to QPS officers.

Table 2 shows the breakdown of investigative outcomes and referrals this year. In 2021–22, we finalised five investigations relating to the misuse of confidential information.

Significant investigations are set out below.

Alleged disclosure of confidential information at the Office of the Queensland Integrity Commissioner

Investigation Workshop arose out of an allegation that an officer working in the Office of the Integrity Commissioner may have improperly disclosed information through misuse of the email system. Matters connected to the investigation were the subject of significant public attention.

Table 1: Misuse of confidential information — complaints, allegations and investigations from 2017–18 to 2021–22

	No. of complaints	No. of allegations	No. of investigations commenced
2021–22	784	1235	3
2020–21	757	1179	8
2019–20	923	1495	6
2018–19	603	1060	9
2017–18	492	762	15

On 4 July 2022, our public report on the matter was tabled in Parliament. The investigation concluded that although the email practice was contrary to policy, there was no evidence of improper disclosure of information. It also corrected some mischaracterisation of how events had actually occurred.

In light of concerns and questions publicly raised during the investigation, our investigation also considered whether there were information security concerns in relation to how sensitive information held by the Integrity Commissioner was managed. There was no evidence to suggest that these arrangements had led to any improper access of confidential Integrity Commissioner information, but opportunities for improvement were identified.

Criminal charges and disciplinary action against multiple police officers

We worked with the QPS Ethical Standards Command on two related investigations into suspected drug activity, improper associations, and information access and misuse by a cohort of QPS officers.

As a result of our investigations, criminal proceedings were commenced against seven defendants involving 71 charges relating to computer hacking, drug supply, drug possession and related offences.

In addition, disciplinary proceedings were taken or recommended against seven officers. Two of these matters are outstanding, however disciplinary outcomes so far include one dismissal and one other sanction.

During the investigation, three officers resigned from the QPS, and post-separation disciplinary proceedings were recommended against one of those officers.

Oversight of agency investigations: reviews and monitoring

We commenced 67 reviews and finalised 70 reviews of matters dealt with by UPAs subject to our monitoring function.

Table 2: Misuse of confidential information — summary of outcomes 2021–22

Description	Number
Investigations commenced	3
Investigations finalised	5
People charged	5 ¹
Criminal charges laid	67 ²
Referred to a unit of public administration as a disciplinary matter	3 ³
Referred to a unit of public administration to investigate subject to monitoring by the CCC	98
Reviews commenced	67
Reviews finalised	70
Prevention recommendations made	47

Notes:

1. Includes three persons who are not a member of the QPS or a unit of public administration.
2. Includes 23 charges against persons who are not a member of the QPS or a unit of public administration.
3. Refers to three persons referred on seven disciplinary recommendations.

Preventing corruption

To ensure that agencies were equipped to identify and deal with any potential corrupt conduct relating to confidential information, in 2021–22 we provided guidance through prevention recommendations, publications and training.

We made prevention recommendations in relation to:

- restricting access to confidential files,
- improving conflict of interest controls, and
- providing better education on the proper official purposes for accessing individuals' information.

Two publications highlighted preventative strategies for safeguarding confidential information, and the risks and consequences of inappropriate disclosure:

- *Corruption prevention advisory: Misuse of confidential information* (revised and re-issued February 2022), and
- *Prevention in Focus: Conflicts of interest and disclosing confidential information — grounds for dismissal* (July 2021).

Ethics training focused on agencies' handling of confidential information was developed for and delivered to a cohort of specialist staff and managers from a government department. The training combined face-to-face and online sessions, was offered in three regional centres and 79 staff participated. CCC staff worked with the department's Ethical Standards Unit to develop the training package, which highlighted the serious risks and consequences of improper or even inadvertent disclosure of information.

The training was one component of a major corruption prevention project (see Corruption Strategic Risk Identification Project [CSRIP], page 49). An initial debriefing and feedback exchange between the CCC and the department was carried out in June 2022, indicating that the emphasis on upskilling managers in particular was the right approach. Further analysis is currently underway, and our final report is due in December 2022.

Abuse of authority

Abuse of authority can manifest in many ways – attempts to bypass merit-based processes and improperly influence recruitment or procurement decisions, failure to declare a significant conflict of interest, and workplace bullying. Often closely allied to the exploitation of public resources (see pages 44–46), abuse of authority can result in biased decision-making, unsuitable appointments, funding being inappropriately allocated and public money wasted.

Our focus on this corruption risk is to ensure public confidence in the decisions being made on their behalf by employees of UPAs and elected officials. Any incident of abuse of authority erodes trust in and encourages cynicism about the operation of government.

Abuse of authority encompasses any allegation that involves:

- misuse of authority to benefit self and/or others
- misuse of authority in the workplace/service delivery to threaten/cause a detriment (including bullying)

The increasing trend regarding the movement of people between the public and private sector, and the increasing use of private sector agencies to undertake work for the public sector, has been identified as one of the highest corruption risks in Queensland.

We have a particular interest in matters involving failure to declare and manage conflicts of interest and allegations relating to selection processes. Our focus area next year, 'Corruption involving improper influence, abuse of authority and exploitation of public sector resources', as set out in the CCC 2022–26 Strategic Plan, highlights our ongoing concerns about any potential corruption risks arising from public–private partnerships.

Investigating corruption

In 2021–22, we received 532 complaints (1,390 allegations) relating to the abuse of authority, with the most common allegations relating to misuse of authority to benefit others. We commenced 19 investigations. Complaints about the abuse of authority accounted for 13 per cent of all complaints received in 2021–22.

Abuse of authority matters, including allegations of nepotism and favouritism in recruitment and procurement, represent the highest proportion of matters investigated. As at 30 June 2022, they comprise 81 per cent of our current investigations.

Based on those complaints, we finalised eleven investigations relating to the abuse of authority. Table 3 shows the breakdown of investigative outcomes.

Recruitment process at the Department of Education

In late 2019–20, we finalised an investigation into allegations relating to a recruitment process being undertaken by the Department of Education. Our report was tabled on 2 July 2020 in the Queensland Parliament — *An investigation into allegations relating to the appointment of a school principal*.

As reported in last year's annual report, we provided a confidential report to the Chief Executive of the Public Service Commission for the purpose of determining whether disciplinary action should be taken against any individuals identified. Following a disciplinary investigation by the Public Service Commission, the allegations against an SES officer of the department were substantiated, and in July 2022 the SES officer resigned from the department.

Oversight of agency investigations: reviews and monitoring

We commenced 96 reviews and finalised 97 reviews of matters dealt with by UPAs subject to our monitoring function.

Preventing corruption

In recognition of the serious corruption risks associated with abuse of authority, this year we conducted a range of prevention activities.

Prevention recommendations were made to agencies in relation to:

- ensuring systems and processes are in place to correctly identify, declare and manage conflicts of interest,
- ensuring proper documentation of decision-making in relation to appointment and reclassification processes, and
- improving oversight of decision-making by a particular officer in an identified risk area.

Targeting significant corruption risks: lobbying and influence

In August 2020, we commenced a project to examine the relationships between private entities and the public sector to determine the extent to which these relationships give rise to corruption risks, including conflicts of interest and misuse of authority.

Arising from this, as discussed in last year's annual report, in March 2021 we co-hosted an Integrity Summit focused on lobbying, with the Queensland Integrity Commissioner and the Independent Commissioner Against Corruption, South Australia. In October 2021 we made public a summary of participant discussions in a joint publication, *Lobbying and the public sector – A report of the Integrity Summit 2021*.

It stated that attendees shared the view that good government depended on equal access to decision-makers and ensuring that decisions are free from undue influence. The clear concern for both the public and integrity agencies was the lack of transparency of lobbying activities. The full report is available on the CCC website.

Work in this space has continued throughout 2021–22. We updated and re-issued our *Corruption Prevention Advisory: Lobbying* (December 2021), and in June 2022 we released an issues paper entitled *Influencing practices in Queensland: Have your say*, with a call for public submissions on this topic.

This project links in with other work being undertaken by the CCC and will progress to completion in 2022–23.

Prevention publication on conflicts of interest

The publication *Prevention in Focus – When conflicts of interest in procurement result in criminal convictions* (September 2021) arose out of two criminal prosecutions that resulted from our investigations.

The case highlighted the importance of governance and transparency in the procurement processes for government contracts. The publication was designed to remind the public sector of the importance of implementing internal controls and reporting processes to identify and prevent attempts to corrupt procurement processes.

Highlighting the risk of conflicting commitments

In February 2022, we reissued a corruption prevention advisory on *Conflicting commitments: Managing secondary employment and volunteering*, highlighting that when employees are conflicted between their official duties and their other commitments, they may be tempted to misuse the authority, resources or information available to them for the benefit of another person or entity.

Audit of complaints relating to recruitment and selection

Recognising the significance of undue influence, nepotism and favouritism in recruitment and selection processes as a key corruption risk, an audit on recruitment started in January 2022. It will examine how well public sector agencies have responded to allegations of corruption in relation to recruitment, implemented effective policies and processes, and initiated awareness-raising and other prevention measures.

A draft report to participating agencies is being prepared, with a public audit summary report due to be published in the next financial year.

Table 3: Abuse of authority – summary of outcomes 2021–22¹

Description	Number
Investigations commenced	19
Investigations finalised	11
People charged	1
Criminal charges laid	2
Referred to a unit of public administration as a disciplinary matter	3 ²
Referred to a unit of public administration to investigate subject to monitoring by the CCC	142
Reviews commenced	96
Reviews finalised	97
Prevention recommendations made	33

Notes:

1. Some of the matters referenced above are also captured and reported under 'Misuse of Confidential Information' and 'Exploitation of public sector resources'.
2. Includes four persons referred on seven disciplinary recommendations.

Exploitation of public sector resources

Public sector employees, under *the Public Sector Ethics Act 1994*, must ensure their decisions are in the public interest. A fundamental aspect of this is ensuring they use official resources appropriately and only for authorised purposes. Failing to do so is a breach of public trust and may result in disciplinary action or prosecution.

Exploitation of public sector resources can include deliberate acts of stealing, fraud, and misappropriation, but also includes misusing or poorly managing resources. The resources most at risk include public funds, vehicles, equipment and technology, facilities and materials, allowances and other entitlements, and work time.

Exploitation of public sector resources encompasses allegations including:

- fraud
- theft
- misappropriation
- unauthorised use of government resources

Complaints (and allegations) about exploitation of public sector resources peaked in 2018–19 (see Table 4), and we have focused on it since 2019–20. Over time the number of allegations received has been decreasing, particularly in this financial year. While there is no single explanation for the decrease, our fraud prevention activities may be encouraging public sector agencies to tighten their internal controls in this risk area.

This will continue to be a focus area in 2022–23.

Investigating corruption

This year, we received 342 complaints relating to the exploitation of public resources, accounting for approximately nine per cent of corruption complaints we received. The most common allegations we investigated related to theft and fraud.

In 2021–22, we commenced three new investigations, finalised three investigations (three investigations are ongoing), and our investigations resulted in one person being charged with two offences. Table 5 shows the breakdown of investigative outcomes and referrals this year.

Some court outcomes this year are summarised below.

Fraudulent falsification of records by police officer

In July 2021, a Detective Senior Constable was charged in relation to fraudulent falsification of records, which involved fraudulently avoiding a traffic infringement notice. This matter was part of a broader investigation into issues of timesheet and rostering fraud. In July 2022, the officer pleaded guilty to one count of fraud. They were fined with no conviction recorded, with the outcome of disciplinary action yet to be determined.

Table 4: Exploitation of public sector resources — complaints, allegations and investigations from 2017–18 to 2021–22

	No. of complaints	No. of allegations	No. of investigations commenced
2021–22	342	474	3
2020–21	370	620	3
2019–20	437	675	5
2018–19	452	816	15
2017–18	390	647	12

Misappropriation of funds leads to prison term

In June 2022, a former senior council employee pleaded guilty in the Mount Isa District Court to one count of misappropriation of funds, as result of a CCC investigation that examined a range of allegations made against office holders within the council during 2018. The misappropriated funds, which totalled more than \$58,000, were intended for activities to foster Indigenous community development through sport and recreation. The employee was sentenced to three and a half years' imprisonment, to be suspended after serving twelve months in custody. The court also made an order for restitution of the misappropriated funds.

Falsified document results in conviction

In June 2022, a council employee was found guilty by a jury following a trial of one count of fraudulent falsification of records. The charge followed a CCC investigation which found that the employee had created and then submitted a false document relating to a procurement process in response to a notice issued by the CCC.

The employee was charged in February 2020, and was subsequently sentenced to nine months' imprisonment, suspended for two years with a conviction recorded.

School principal convicted of fraud

In February 2022, a former school principal pleaded guilty to aggravated fraud offences. Over five years, the principal had defrauded the department by approving multiple fraudulent leave applications submitted by a colleague, using a departmental credit card to buy goods and services totalling just under \$30,000 and defrauding parents of students in relation to school tours. The principal was sentenced to two and a half years' imprisonment, wholly suspended, and ordered to pay back over \$63,000 in restitution for some of those charges.

Fraudulent leave entitlements result in conviction

A teacher was found guilty of fraud in relation to claiming sick leave and being absent from work without proper authorisation over a four-year period. The CCC investigation showed that the teacher took "sick days" or was otherwise absent from work, without taking leave from duties, on 29 occasions to attend social functions. In August 2021, the teacher was placed on a 12-month good behaviour bond of \$1000, with no conviction recorded.

Second person jailed as a result of Operation Acrid

In August 2021, a former contractor was sentenced to three years' imprisonment, suspended after nine months, after pleading guilty to paying secret commissions to ensure that his company would be granted an engineering contract by a council. The council employee who had received the commissions had already been sentenced in May 2021 as a result of the same investigation.

Oversight of agency investigations: reviews and monitoring

We commenced 31 reviews and finalised 33 reviews of matters dealt with by UPAs subject to our monitoring function.

Preventing corruption

Our prevention recommendations in relation to exploitation of public resources were supported this year by four publications targeting specific corruption risks.

Prevention recommendations were made to agencies in relation to:

- ensuring that internal policies, processes and controls to prevent fraud and corruption risks are followed so that conflicts of interest are appropriately recognised, declared and managed
- improving processes for recording and storing declarations of interest by elected officials, and
- implementing controls to ensure procurement processes are appropriately managed.

Audit on misuse of public resources

This year, we audited seven agencies to ascertain how effectively they had dealt with allegations of corruption involving misuse of public resources, and in particular, minimised the risk of fuel consumption fraud.

We identified satisfactory outcomes across the seven agencies. The audit found that agencies were dealing with complaints effectively, had relevant, sound policies and procedures in place, with systems in place to monitor the use of resources in order to detect wrongdoing.

The summary audit report entitled *Misuse of public resources: how effectively are agencies minimising risks?* was published in June 2022, and we also provided agencies with a stand-alone prevention publication *Minimising fuel consumption fraud: a guide for agencies* to help them develop an anti-corruption program to prevent bulk fuel theft. The warning about fuel theft was timely and generated wide media coverage as a topic of interest to the community in general.

Corruption prevention advisories

Two updated corruption prevention advisories on this topic were issued: *Disposal of assets* in December 2021 and *Use of public resources* in June 2022 to complement the audit findings.

Table 5: Exploitation of public sector resources – summary of outcomes 2021–22¹

Description	Number
Investigations commenced	3
Investigations finalised	3
People charged	1
Criminal charges laid	2
Referred to a unit of public administration to investigate subject to monitoring by the CCC	40
Reviews commenced	31
Reviews finalised	33
Referred to a unit of public administration as a disciplinary matter	NIL
Prevention recommendations made	13

Note:

1. Some of the matters referenced above are also captured and reported under 'Abuse of Authority' and 'Misuse of Confidential Information'.

Engaging with our stakeholders

Shaping effective responses to major crime

The substantial and rapid transformation of our operating environment is challenging the basic assumptions of our law enforcement and criminal justice systems. Technology is changing the way we work, as well as the critical capabilities required for effective responses to the increasingly complex, global and technical crime environment. This means we need to be focused on contributing our resources for most impact and responding to the most relevant issues and concerns.

Meaningful engagement with our stakeholders ensures we are better positioned to manage these strategic risks, learn from them, and pool our resources and capabilities to solve problems that we could not achieve alone.

Crime Stakeholder Engagement Strategy

In June 2021, we commenced a project to deliver a digital solution to meet the requirements of our engagement strategy, facilitate more efficient recording of our key stakeholders, and allow us to access and use the insights gathered from our engagement activities more readily.

In January 2022, we implemented the solution as a pilot in the Crime Division, for use by the senior management group, intelligence gathering teams and our crime strategy performance reporting. Further consideration will be given to extending the implementation to other areas of the CCC in 2022–23.

Prioritising our crime work

We use our Matter Prioritisation Model (MPM) to assess and review our investigations, as well as our crime-related projects and initiatives. The model allows us to determine whether an opportunity is appropriate and to prioritise our work having regard to specific criteria, based on public interest, importance and value to our stakeholders, and our agency having regard to our strategic objectives, areas for focus and priority action, and commitments. The MPM also ensures we have a consistent and transparent process for our crime-related case and project selection and ongoing review and is supported by sound public interest and human rights considerations.

The MPM is updated yearly and as required to ensure it captures our current strategies and plans and other key stakeholder interests including Queensland Government

priorities, QPS strategic and operational plans, Queensland Family and Child Commission strategic plans, and other Queensland and national priorities and strategies for responding to serious and organised crime.

Engaging with law enforcement agencies

We liaise and cooperate with partner law enforcement agencies to optimise the use of resources, coordinate activities and avoid duplication of effort, and ensure we are working to support Queensland's commitment to national frameworks, agreements, and strategies. Our close engagement with the QPS, our partner agencies and other key stakeholders is important to fully realising opportunities to collaborate, and to remaining informed and responsive to strategic priorities and risks relevant to our work.

The QPS' priorities for serious and organised crime have particular significance for our major crime work. This alignment ensures that our major crime work complements and supports broader strategic objectives for reducing the incidence and impact of crime on the Queensland community. We also engage closely with the QPS and partner Commonwealth law enforcement agencies to remain informed and responsive to emerging major crime threats and issues and to maximise the value of collaborative opportunities.

In 2021–22, senior CCC officers participated in and contributed to the following key interagency forums:

- **Queensland Joint Management Group —** The Queensland Joint Management Group is a committee of senior executive members of the Australian Federal Police, the Australian Criminal Intelligence Commission, Australian Taxation Office, Australian Department of Home Affairs, Australian Transaction Reports and Analysis Centre, Australian Border Force, QPS and the CCC who meet bi-monthly and at various other times, as required. The Queensland Joint Management Group facilitates information sharing, collaboration, capability development and coordination of strategies and responses to serious and organised crime within Queensland. The Senior Executive Officer (Crime) represents our agency on the Queensland Joint Management Group.

- Queensland Operations Coordination Group —** The Queensland Operations Coordination Group is a committee of senior officers of the Queensland Joint Management Group agencies who meet at least monthly. The Queensland Operations Coordination Group facilitates information sharing, operational coordination and de-confliction, and assessment of opportunities for inter-agency collaboration on responses to serious and organised crime within Queensland. The Queensland Operations Coordination Group reports on operational progress and outcomes and takes direction from the Queensland Joint Management Group. The Executive Director Crime Operations and the Director Proceeds of Crime represent our agency on the Queensland Operations Coordination Group.
- Queensland Joint Analyst Group Committee —** The Queensland Joint Analyst Group (QJAG) Committee is a forum of senior officers of the Queensland Joint Management Group agencies who meet at least monthly. The QJAG Committee considers assessments undertaken by the QJAG Working Group for consideration of action by the Queensland Operations Coordination Group. The QJAG Working Group is a standing capability which identifies opportunities and priorities for targeting serious and organised crime in and affecting Queensland. The Manager Crime Strategy represents our agency on the QJAG Committee and our agency provides ongoing intelligence analyst support to the QJAG Working Group.
- Queensland Police Service Operations Review Committee and Specialist Resources Committee —** These committees are comprised of command and regional crime coordinators and other relevant QPS members who meet at least every three weeks to share information, review, coordinate and approve operational activities and responses, and prioritise specialist resources for dealing with serious and organised crime within Queensland. The Executive Director Crime Operations represents our agency on both committees.
- National Proceeds of Crime Forum —** The Proceeds of Crime Forum is a meeting to bring together asset confiscation leaders from all Australian jurisdictions to discuss relevant issues and developments relating to proceeds of crime issues including regional trends, recent significant matters or court outcomes, legislative challenges or opportunities for reform and share strategies on navigating concurrent civil and criminal proceedings. Participants include the CCC's Director of Proceeds of Crime and representatives from the Australian

Federal Police, Victorian Police, Western Australian Police, Western Australia's Corruption and Crime Commission, and QPS.

Empowering a transparent, trustworthy and corruption-resistant public sector

The CCC's Corruption Strategy 2021–25 aims to address the needs identified by our stakeholders and ensure that we are delivering the greatest value to them with our limited resources.

Our aim is to educate and empower the public sector to build corruption-resistant cultures, and we take a proactive approach to corruption prevention and risk identification.

This first year of the strategy was focused on implementation and embedding the principles underlying the strategy to ensure that our work is:

- insightful and innovative
- transparent and rigorous, and
- collaborative.

During the extensive stakeholder consultation to develop the strategy, agencies clearly told us how they wanted to partner with us. Because of that, we sharpened our focus on, and used new formats for, technical support provided to agency staff, particularly those involved in complaint assessment.

Examples of technical support provided during the reporting period included:

- three issues of a new quarterly newsletter for public sector agencies' liaison officers that is designed to upskill as well as inform them
- three educative videos, two audit-based guides and two information sheets on specific aspects of the assessment process such as 'breach of the trust', and 'reasonable suspicion' – aspects of our legislation that agencies have identified as difficult for them, and
- ensuring that, whenever possible, messages are contextualised for specific roles and/or workplaces.

Closer and more frequent engagement is being achieved through face-to-face and online presentations and webinars designed to make our engagement more personal and interactive.

Following the completion of *Let the Sunshine In, Review of Culture and Accountability in the Queensland Public Sector* June 2022 (Coaldrake), and *The Commission of Inquiry relating to the Crime and Corruption Commission* August 2022 (Fitzgerald and Wilson), during 2022–23

we will undertake a review of our existing Corruption Strategy to ensure we are responsive to serious and emerging risks in the public sector.

Significant stakeholder projects

Complaints, reconciliation, and client perspectives

In 2021, we put a spotlight on our complaints management system as it relates to our Aboriginal and Torres Strait Islander clients. We examined how the CCC received and managed complaints from Aboriginal and Torres Strait Islander peoples, and identified the barriers and challenges faced in accessing and engaging with the complaints management system. The data collection was co-led by First Australians experts in Indigenous community engagement. Key themes that emerged from our review included poor awareness of the CCC, under-reporting of corrupt conduct, and concerns about safety when making a complaint. In 2022–23, we will be working through the implications of our results for service provision to Aboriginal and Torres Strait Islander peoples, ensuring that any improvements are progressed in a culturally safe manner.

A paper based on this project will be delivered at the Australian Public Sector Anti-Corruption Conference (APSACC) in November 2022.

Corruption Strategic Risk Identification Project

One major component of the Prevention Strategy is the Corruption Strategic Risk Identification Project (CSRIP). This involves piloting a model for targeting prevention activities and measuring their impact. The project aims to develop and trial a repeatable, scalable methodology to guide delivery of prevention activities and evaluate their impact.

An integral component of the project was our collaboration with a partner agency in the development and delivery of very specifically targeted training, with defined impact measures (see page 40). Our pilot project will focus on longer-term changes in the capacity of agencies to deal with corruption. By doing so, it should ensure that our stakeholders make the best use of their limited prevention resources. The project will be finalised in the next financial year.

Integrity Survey: perceptions of corruption and integrity among staff of Queensland public sector departments

This year we published the results of our second Integrity Survey. We asked employees of Queensland's public service departments (including all Hospital and Health Services) about their perceptions of corruption and integrity. They were asked questions about:

- the prevalence and perceptions of corruption in the public sector, their department, and their work unit
- corruption risks and/or behaviours that they suspected or had witnessed
- departmental attitudes towards reporting corruption, and
- corruption prevention and education in their department.

Overall, about one in ten state government department employees (21,447 people) accessed the survey and approximately seven per cent (14,452 people) answered the questions. The survey results were published on our website in September 2021.

Each of the 19 participating departments had its results analysed so that individual customised reports could be provided to the relevant Directors-General and the liaison officers/prevention staff, and overall results were discussed at a series of five workshops. The aim was to enable agencies, autonomously and in partnership with the CCC, to develop anti-corruption strategies tailored to the needs of specific sectors and employees.

To evaluate the lessons from the survey, in the next financial year agencies will be invited to debrief on the changes they have made as a result of the findings or any outcomes within their agency.

CCC–QPS joint complaints assessment process

The Joint Assessment and Moderation Committee (JAMC) includes representatives from our agency and the QPS Ethical Standards Command. The JAMC aims to improve the timeliness and consistency of the QPS' processes for triaging and monitoring serious complaints against its own officers. This year, the JAMC assessed 102 matters.

The JAMC evaluates how each complaint is initially assessed and then agrees to a plan of action. This process gives both the CCC and the QPS an assurance that complaints are being appropriately assessed and clearly establishes the responsibilities of each agency.

The JAMC draws on our allegations data and research to evaluate levels of risk. The analysis of allegations data assists the JAMC to assess whether an officer's complaints history is significant compared to that of

their peers. We continue to conduct research to better understand the importance of an officer's allegations history in assessing matters at the JAMC.

The Investigation Consultation Process (ICP) is the second tier of the JAMC process. Since its commencement in 2017, the ICP has enabled inter-agency collaboration on contemporary investigative methodologies in matters that are the subject to the CCC's statutory monitoring function. As part of the ICP, the progress of matters and our expectations regarding investigations and/or criminal, disciplinary, and managerial processes are tabled. In addition, either agency can raise issues that are contentious or that impact on their resources, so that an effective resolution may be achieved. The ICP does not meet on every matter; a meeting is held when there is a stakeholder necessity or public interest in gaining a joint commitment to processes that will meet stakeholder expectations. During 2021–22, 10 ICP meetings were held in relation to 15 matters.

Capability building

Support for agencies in internal investigations

We undertook a trial program from 1 July 2021 to 31 December 2021 to provide agencies with an opportunity to seek additional support in relation to investigations devolved to them to manage on a "no further advice" basis. During the trial we offered investigative guidance to 16 agencies and nine offers were accepted. Most of the agencies that were offered the opportunity to participate in the trial were regionally based and had limited investigative expertise.

The survey-based feedback we received on the trial was consistent with previous agency requests for training in support of *Corruption in Focus* (our guide to assessing, reporting and investigating complaints), to increase capacity and confidence in both assessing and investigating corrupt conduct. A training package is now being developed for delivery in the next financial year.

We have also provided training to develop agencies' awareness and use of open-source intelligence in relation to complaints. In November 2021, two workshops were delivered to 44 participants from 18 different UPAs. In the same month, we also delivered a webinar via Microsoft Teams with more than 140 participants joining online.

Corruption Allegations Data Dashboard

In December 2016, we released the Corruption Allegations Data Dashboard on our website to provide the public and public sector agencies with access to our allegations data. Since that time, agencies have given very positive feedback on the value of the database, particularly its store of data going back to 2015 and the way in which it enables them to interrogate their particular trends over time, and identifying and preventing corruption. Data updates are published every six months, and the current dataset covers the period 1 July 2015 to 31 March 2022 (see also page 61).

Sharing strategic intelligence

A dedicated corruption intelligence capability was established in 2019 to proactively provide insight into emerging threats and factors which influence and enable corrupt activity in Queensland.

Intelligence is gathered from allegations, reviews and investigations, and analysed from multiple perspectives. Our approach encompasses broad environmental scanning to identify factors that may increase the risk of corruption as well as focused intelligence collection and analysis of particular trends or risks.

For example, our discussion paper *Influencing practices in Queensland: Have your say* (June 2022) (see page 42) had its origins in intelligence assessments whose aim was to better understand the corruption risks associated with a particular area of interest. Such assessments are closely linked to our prevention capability to ensure existing mechanisms and frameworks are adequate in safeguarding agencies and mitigating these risks.

We share our strategic intelligence with agencies to alert them to pitfalls that may expose them to corruption or inhibit the detection and reporting of wrongdoing in their workplace. Intelligence can be used to identify and target corruption risks and the particular government sectors or agencies impacted, and shape the most effective prevention activities and audit priorities.

We do not make all our intelligence products and reports public. This year we shared the following products with agencies to assist them identify, monitor and understand corruption risks:

- *Perceptions of corruption and integrity among staff of Queensland public sector departments* (see page 49)
- *Corruption enablers: Outcomes from a review of complaints* (December 2021) was based on our analysis of investigations to identify the specific factors that led or contributed to the behaviour coming to the attention of the CCC. The paper was shared with agencies to alert them to the factors within their workplaces that contribute, cause, or conceal wrongdoing. It outlined a series of actions that agencies can take to safeguard themselves against corruption and other forms of wrongdoing. This is an ongoing collection being undertaken and it is anticipated that regular updates will be provided to agencies.
- *Current and emerging corruption risks: Future-proofing the public sector against corruption* (June 2022) is part of the suite of products that come out of our regular environmental scanning process. It identifies trends that are likely to influence, enable or increase the risk of corruption and other forms of serious wrongdoing in the Queensland public sector.

Corruption audits

The CCC's Corruption Audit Plan is published on our website. Once each audit is completed, a comprehensive report is sent to the agencies involved, with detailed recommendations. The responsibility for implementing agreed audit recommendations rests with the Chief Executive Officers of relevant agencies.

A summary audit report is also published on our website to raise community awareness both of corruption risks and of our oversight role. Anecdotally, community interest may be discerned from the degree of media coverage that our audits attract, for example, the wide coverage of the payment of gifts and benefits to health and hospital staff (see below), and the response to our warning regarding the increased risk of fuel theft (see page 46).

Audit outputs are always designed to provide practical benefit to agencies, often through the inclusion of tailored guides on complaint assessment, drafting instructions for policies or procedures, or customised prevention strategies.

Audit examining how health professionals record gifts and benefits

In November 2021, we published the findings of an audit examining how health professionals were recording and valuing gifts and benefits from pharmaceutical companies, and how hospital and health services were managing the associated risks. The findings and prevention lessons from the audit were provided to agencies and the public in the following formats:

- *Audit Summary - Managing gifts and benefits for Hospital and Health Service employees* (November 2021)
- *Prevention Guide - Managing gifts and benefits: a guide for Hospital and Health Service employees* (November 2021).

Audits into public sector agencies' management of complaints regarding corrupt conduct

Assessing complaints of corrupt conduct: A guide for assessors and decision-makers (October 2021) was a detailed technical publication developed to help agencies resolve common assessment challenges that the audit had identified. The emphasis of the publication was on practical problem-solving via:

- "help guides" on specific problems that our audit identified as being challenging for assessors and decision-makers
- case studies drawn from the audit that illustrated how a complaint is to be assessed against sections 15, 38 and 40 of the *Crime and Corruption Act 2001*, and
- a sample step-by-step decision tree that agencies could adapt to suit their particular complaint scenarios.

Resources and campaigns

In 2021–22 we used the following campaigns and resources to promote agencies' commitment to ethical conduct, vigilance against fraud, and responsibility for anti-corruption. All our videos are available on our YouTube channel.

"Speak out against corruption" campaign

In October 2021, the then Chairperson, Alan MacSporran QC, made a short video message directed at public sector employees about the importance of reporting public sector corruption to the CCC.

Make your complaint count! video series

In October 2021, we released a series of videos aimed in particular at agency staff who may be considering making a complaint to the CCC. The videos were designed to show the types of details required for a thorough assessment of their complaints. The videos illustrated how to make a complaint involving:

- recruitment and selection panels
- procurement contracts and tenders, and
- unlawful instructions and improper requests.

Fighting fraud and corruption - A two-step approach for agencies

Released to mark Fraud Week (November 2021), the video was specifically targeted at managers because of their importance in empowering staff to report fraud and corruption. The aim was to start conversations within agencies about identifying and responding to fraud, and creating the right reporting environment. Some of its messages were drawn from the findings of the integrity survey — respondents told us that it was important for managers to demonstrate a strong ethical culture and a willingness to support employees who report suspected fraud and corruption.

International Anti-Corruption Day

We supported International Anti-Corruption Day on 9 December 2021. The United Nations' 2021 message 'Your right, your role – Say no to Corruption' was intended to reinforce that preventing corruption is a shared responsibility for all. In line with that message, the Senior Executive Officer (Corruption) wrote to all Directors-General and to CEOs of councils to reinforce that message and to thank them for their efforts and ongoing collaboration with the CCC.

We also used this occasion to reissue a series of corruption prevention advisories. To date, eight advisories have been provided to agencies to assist them to identify and manage the following corruption risks:

- Use of official resources (June 2022)
- Conflicting commitments (February 2022)
- Misuse of confidential information (February 2022)
- Disposal of assets (December 2021)

- Lobbying (December 2021)
- Post-separation employment (December 2021)
- Procurement and contract management (December 2021), and
- Gifts and benefits (November 2021).

Maintaining networks

APSACC

This year we continue our partnership, begun in 2007, in the biannual Australian Public Sector Anti-Corruption Conference (APSACC), Australia's leading anti-corruption event. APSACC brings together Australian and international anti-corruption experts to share their experiences, challenges and innovative approaches to combat corruption and heighten workplace integrity systems. For the CCC it is both an opportunity to share what we have learned with other agencies, and to learn from our peers across a wide range of jurisdictions and expertise.

Corruption Prevention Network Queensland

Established in 2003 as an initiative of the CCC's predecessor organisation the Crime and Misconduct Commission (CMC), the Corruption Prevention Network Queensland (CPNQ) assists its members to develop knowledge, skills and professional networks to build more fraud-resilient and corruption-resilient organisations in Queensland. The CCC provides some financial support to CPNQ to help meet basic running costs to ensure that the group remains viable.

Network members come from the public sector (local, state and federal), private sector, academia, and the wider community, and work together to strengthen the State's resilience against corruption and fraud.

National Anti-Corruption Investigator Network and National Intelligence Network

The National Anti-Corruption Investigator Network (NACIN) and the National Intelligence Network (NIN) bring together investigators and corruption intelligence practitioners from integrity agencies across Australia. In April 2022, we presented to the NIN on 'Moving from reactive to proactive corruption prevention: A case study of capability alignment'.