



Crime and Corruption Commission

QUEENSLAND



ANNUAL REPORT 2021–22

An independent agency combating major
crime and reducing corruption for the
benefit of the Queensland community.

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About this report

This annual report assesses our agency's performance against our strategic objectives, including performance indicators aligning with our 2021–25 Strategic Plan, 2021–22 Operational Plan, and 2021–22 Service Delivery Statement. This report includes both qualitative and quantitative performance information demonstrating our commitment to combating major crime and reducing corruption for the benefit of the Queensland community.

As part of our commitment to transparent and accountable reporting, we have endeavoured to strike a balance between informing the public and protecting confidential information that could compromise a person or an ongoing investigation. For this reason, it is not possible to include detailed reports on our witness protection program.

This annual report is available on our website at www.ccc.qld.gov.au/annualreport or in hard copy upon request. Our website also hosts detailed information about our agency, including our 2021–25 Strategic Plan, 2021–23 Audit Plan, publications, media releases and information about government bodies relevant to us.

Additional information on consultancies, overseas travel and interpreter services (in accordance with the Queensland Language Services Policy) is published online through the Queensland Government Open Data portal, www.data.qld.gov.au.

Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians and recognise their culture, history, diversity and their deep connection to the land, waters and seas of Queensland and the Torres Strait. We acknowledge the Traditional Custodians of the lands on which we operate and wish to pay our respects to their Elders past, present and emerging.

Interpreter service



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this annual report, you can contact us on either **07 3360 6060** or **toll-free 1800 061 611** and we will arrange for an interpreter to effectively communicate the report to you.

Feedback

We welcome your comments on this report. See the back cover for contact details on where to address your feedback.

Letter of compliance

31 August 2022

The Honourable Shannon Fentiman MP

Attorney-General and Minister for Justice,
Minister for Women and Minister for the
Prevention of Domestic and Family Violence

1 William Street Brisbane Qld 4000

Dear Attorney

I am pleased to submit for presentation to the Parliament the Annual Report 2021–22 and financial statements for the Crime and Corruption Commission (CCC).

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be accessed at page 118 of this annual report.

Yours sincerely



Bruce Barbour

Chairperson

Crime and Corruption Commission

About us

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Our vision, purpose and values

Our vision

Safe communities supported by fair and ethical public institutions.

Our purpose

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

Our values

Our values underpin everything we do.



People

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



Accountability

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



Integrity

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



Courage

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



Excellence

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

Key facts and figures

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

\$64.1 M annual budget

3,943 complaints of suspected corruption assessed

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

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

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

91 prevention recommendations made

2 corruption audits completed

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

161 law enforcement intelligence disclosures

30 confiscation matters concluded with
\$ 7.419 M proceeds of crime forfeited to the State of Queensland

Who we are

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

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

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

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

Our work includes:

- investigating major crime, criminal paedophilia, terrorist activity and serious crime
- receiving, assessing and investigating complaints of corruption
- developing strategies to prevent major crime and corruption, and
- undertaking intelligence activities and conducting research on crime, corruption, policing and other relevant matters.

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

- *Criminal Proceeds Confiscation Act 2002*
- *Police Powers and Responsibilities Act 2000*
- *Telecommunications Interception Act 2009*
- *Telecommunications (Interception and Access) Act 1979* (Cth), and
- *Witness Protection Act 2000*.

Our organisational structure



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

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

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

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

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

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

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

Our stakeholders and partners

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

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

Partnership arrangements can include:

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

Our stakeholders in Queensland

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

Other stakeholders at the state and national level

Australian Capital Territory

- Australian Capital Territory Integrity Commission

New South Wales

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

Northern Territory

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

South Australia

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

Tasmania

- Integrity Commission
- Tasmania Police

Victoria

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

Western Australia

- Corruption and Crime Commission
- Western Australian Police Force

Commonwealth

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

How we work

Fighting major crime

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

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

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

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

Investigating corruption

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

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

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

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

Preventing crime and corruption

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

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

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

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

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

Our powers

Coercive powers

The CCC can hold hearings in aid of our investigations. Witnesses must attend and answer questions, even if the answer is self-incriminating. We also have the

power to compel people or agencies to produce records or other items.

Our coercive hearing powers allow us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of organised crime involvement in criminal activity.

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

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

Power to conduct a public inquiry

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

Limits to our powers

We investigate matters and gather evidence but do not determine guilt or take disciplinary action. QPS officers seconded to our agency retain their police powers (under the *Police Powers and Responsibilities Act 2000*). These officers may charge an individual with one or more offences based on sufficient evidence, reasonable prospects of a successful prosecution, and if such action is considered to be in the public interest.

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

Following a corruption investigation, we may also refer matters to the head of a public sector agency for consideration of disciplinary action, or commence a corrupt conduct prosecution ourselves in the Queensland Civil and Administrative Tribunal.

Chairperson message

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A final word of thanks

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

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

Bruce Barbour
Chairperson

Message from the CEO

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

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

Continuing to build critical capabilities

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

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

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

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

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

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

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

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

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

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

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

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

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

Case management system

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

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

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

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

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

Our changing operating environment

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

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

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

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

Looking ahead

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

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

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

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

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

Jen O'Farrell
Chief Executive Officer

Our strategic objectives

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

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

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

Our key strategies to progress this objective are to:

- work with our partners to solve and prevent major crime
- remove the financial benefit and support for serious criminal offending
- investigate and oversee investigations into serious and systemic public sector corruption and police misconduct
- inform, educate and empower public institutions to build corruption resistant cultures, and
- contribute to improved public policy decision-making by providing independent and evidence-based advice to government.

OBJECTIVE: Build our organisational capability

Our key strategies to progress this objective are to:

- develop capabilities to create a healthy, collaborative and innovative culture
- modernise and embed changes to our assets, systems, processes and workplace, and
- leverage data and information to become an insight-driven agency.

Our areas of focus for 2021–22

In 2021–22, we had five areas of focus related to our strategic objectives:

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

Our strategic opportunities and risks

To ensure we meet our strategic objectives, we manage strategic risks and promote opportunities to strengthen our capabilities by:

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

Measuring our performance

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

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

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

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

2021–22 at a glance

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

Improved investigative outcomes

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

Improved confidence in the work of the CCC

- Released the results of our survey of employees of government departments about their perceptions of corruption and risks to integrity (page 49)
- Invited the public to provide submissions on influencing practices in Queensland, as part of our ongoing body of work on lobbying and associated corruption risks associated with public–private partnerships (page 42)
- Took a more proactive approach to providing technical support to public sector agencies, particularly in relation to complaint assessment
- Worked with a partner agency to develop and deliver specifically targeted corruption prevention training with defined impact measures (page 49)
- Ensured public visibility of our role in overseeing agencies' management of complaints and corruption risks by publishing two summary audit reports, three audit-based guides for agencies and eight prevention advisories on our website
- Examined how our Aboriginal and Torres Strait Islander clients experience our complaints process, and will ensure that any improvements we make to the system are progressed in a culturally appropriate manner (pages 49 and 57)
- Responded to emerging and strategic crime-related risks by:
 - producing, for law enforcement, an assessment of Queensland's money laundering risk and the effectiveness of its response (page 32), and
 - enhancing our capabilities for investigating cryptocurrency-enabled crime (page 32)
- Published our research report on the extent of the disruptive impact of proceeds of crime action on reducing further offending (page 32)
- Engaged with the Attorney-General to improve the strength of Queensland's proceeds of crime schemes, through targeted policy and legislative reforms (page 33)
- Achieved a gold standard for our Annual Report 2020–21 from the Australasian Reporting Awards

OBJECTIVE: Build our organisational capability

Improved staff engagement and wellbeing

- Enhanced our ability to measure and improve employee experience by investing in a new digital platform to engage with our people (page 55)
- Built a strong, inclusive culture which celebrates our key values, including by:
 - celebrating our employees' achievements (page 59), and
 - commencing the development of our next Innovate Reconciliation Action Plan (page 57)
- Supported the health and wellbeing of our people through holding 14 wellbeing activities
- Supported staff participation in Mental Health First Aid training sessions, with 27 staff now accredited as Mental Health First Aiders (page 58)
- Supported the professional development of our people including through investing \$210,973 in training and development (pages 55–56)
- Supported eight employees to undertake tertiary education and engaged 50 employees in our mentoring program to share knowledge and create networks (page 56)
- Participated in the 2021 Working for Queensland survey, demonstrating growth of two per cent in both Agency Engagement (66%) and Job Satisfaction (78%) since the previous year (page 59)

Improved systems and analytic capability

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

Performance information

Our Service Delivery Standards

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

Crime Fighting and Anti-Corruption

Service area objective: Protect Queenslanders from major crime and corruption

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



Figure 2: Percentage of corruption investigations finalised within 12 months²

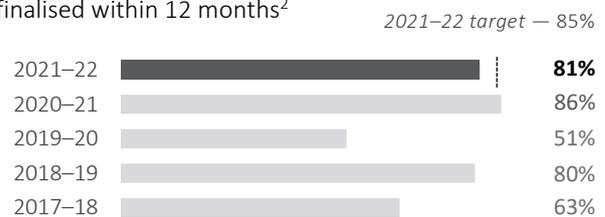


Figure 3: Percentage of referred crime investigations finalised within six months³



Figure 4: Percentage of corruption investigations resulting in significant outcomes

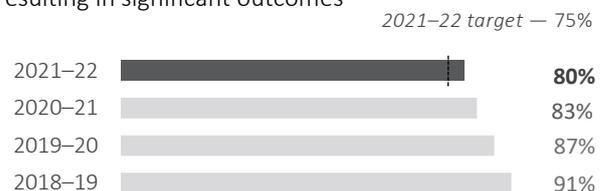


Figure 5: Percentage of coercive hearings that add value to a referred crime investigation



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

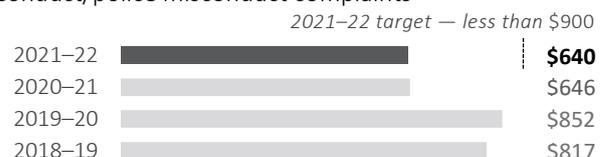
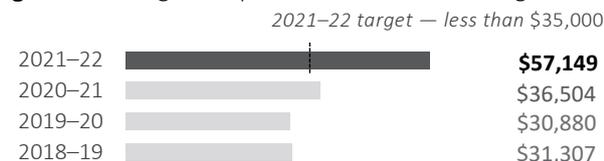


Figure 7: Average cost per referred crime investigation⁴



Notes:

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

Other operational outcomes

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

Figure 8: Crime investigations finalised¹

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

Figure 9: Corruption investigations finalised²

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

Figure 10: Crime hearing days³

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

Figure 11: Corruption hearing days⁴

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

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

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

Figure 13: Corruption complaints received

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

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

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

Figure 15: Corruption allegations received

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

Notes:

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

Financial summary

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

Overview

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

Revenue

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

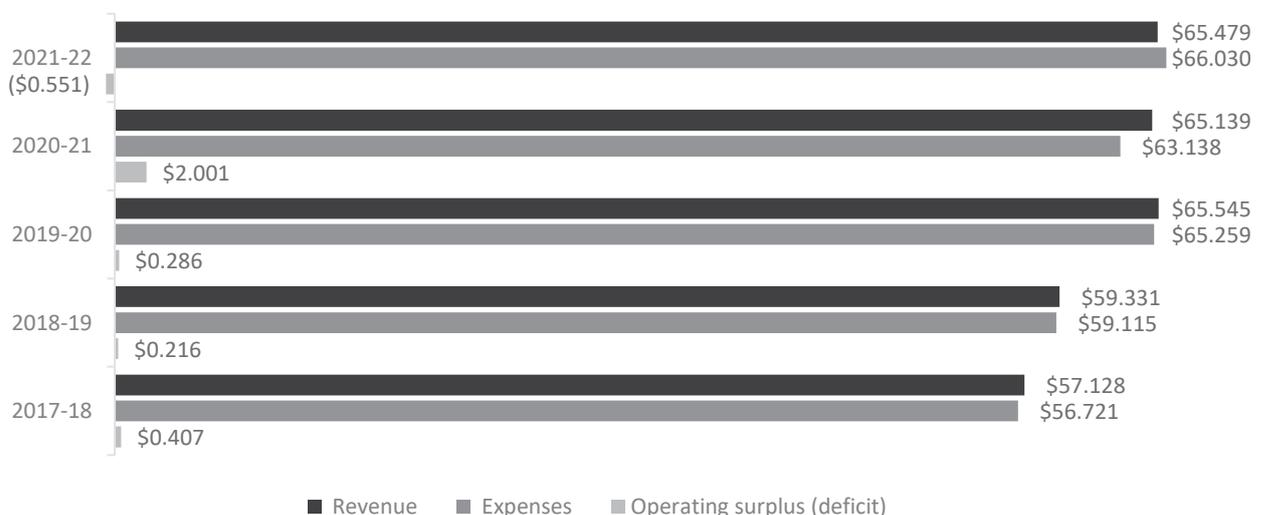
The State Government grant funds account for 97.6 per cent of our total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including employee car parking income and gains on sale of plant and equipment. The CCC also receives non-cash contributions for services from the QPS in relation to provision of police operational support and from the Department of Communities, Housing and Digital Economy in relation to archival services.

In accordance with government policy, we recognise these services both as revenue and expenditure only if the services would have been purchased, had they not been donated, and if their fair value can be measured reliably.

Additional funding

During 2021–22, the CCC received ongoing funding for enterprise bargaining adjustments, to continue crime hearings, to significantly enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform.

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



Expenditure

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

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

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

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

Financial position

Capital acquisitions

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

Assets

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

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

Liabilities

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

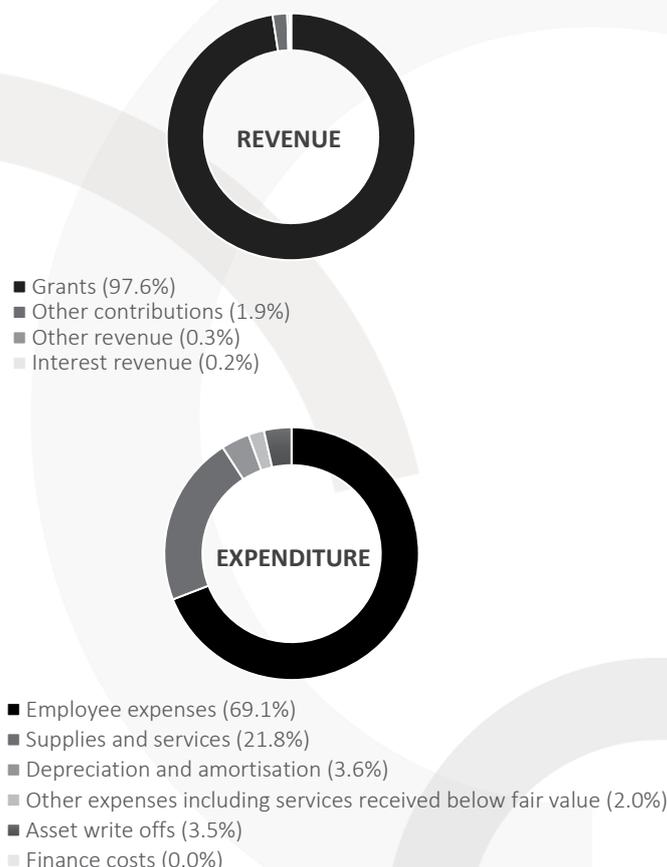
Net equity

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

Current ratio

As at 30 June 2022, the CCC's current ratio is 4.74 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity — its ability to meet short-term debts.

Figure 17: Revenue and Expenditure



Looking ahead

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

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

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

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

OBJECTIVE: Build our organisational capability

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

Reducing crime and corruption in Queensland

| | |
|--|----|
| Focus area Illicit markets of high value or high public impact | 28 |
| Focus area Crimes involving risk to, or actual loss of life or serious injury to a person | 34 |
| Focus area Crimes against children and vulnerable people | 35 |
| Focus area Corruption involving misuse of confidential information, abuse of authority and exploitation of public sector resources | 37 |
| Engaging with our stakeholders | 47 |

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

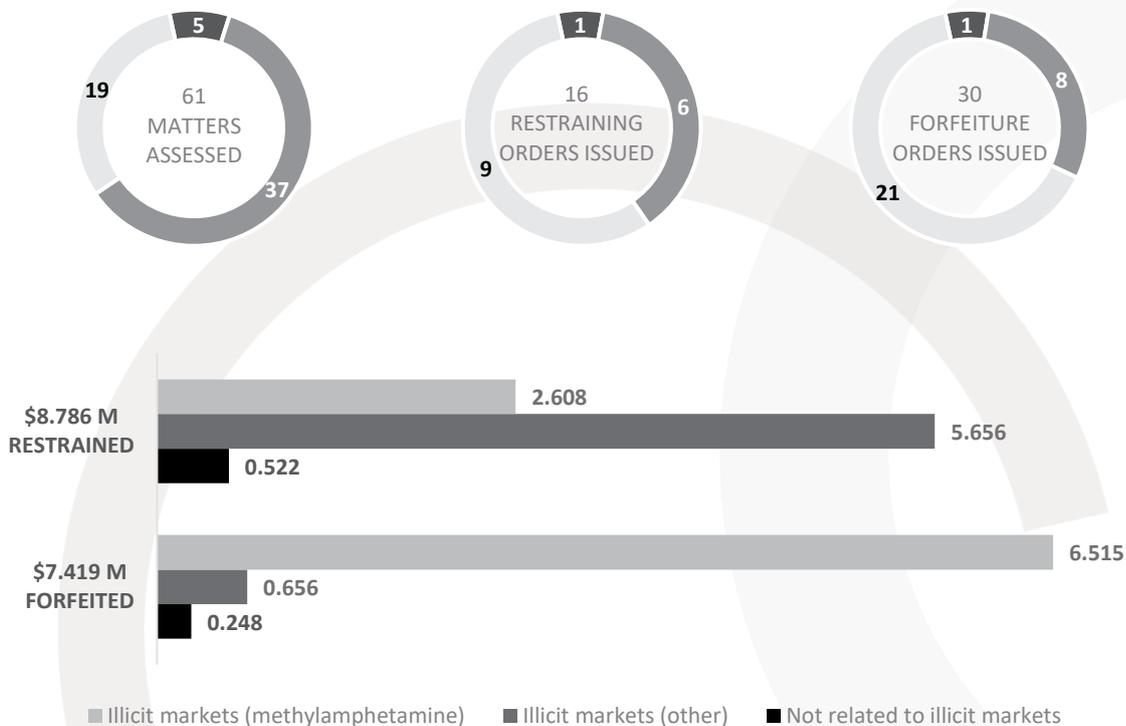
The Queensland Government’s five-year *Action on Ice* plan commenced in 2018 to address the harms caused by ice (methylamphetamine) by breaking the cycle of drug use and building upon existing efforts across government agencies. The key activities address every aspect of the path to addiction, with a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

Building our organisational capability

Focus area | Critical organisational capabilities 54

Key strategies:

- Develop capabilities to create a healthy, collaborative and innovative culture
- Modernise and embed changes to our assets, systems, processes and workplace
- Leverage data and information to become an insight driven agency

Focus area | Critical organisational capabilities

We continue to build our critical capability to enhance our ability to respond to a complex and continually evolving operating environment.

CCC Futures: connecting people, insights and technologies

In 2020, we established the CCC Futures strategies to guide the development of our critical organisational capabilities. The purpose of these strategies is to provide a roadmap to achieving our ambition of ‘connecting people, insights and technology to reduce major crime and improve the integrity of public institutions’.

Each strategy covers a four-year horizon and provides both specific initiatives and broader principles to support strategic decision-making. This year the CCC Futures strategies continued to guide our investment in people, technology and insights.

More information, including our workforce profile, is provided on pages 66–67.

Workforce Strategy 2020–24

To enable our continual evolution as a crime and corruption workforce of the future, so that we can keep ‘ahead of the game’ to reduce major crime and improve the integrity of public institutions in Queensland (see page 55).

Digital Strategy 2020–24

To build our agency into a resilient, connected, augmented and automated organisation, enabling us to deliver smarter and more simple services to reduce major crime and improve the integrity of public institutions (see page 60).

Insights Strategy 2020–24

To advance our capability to effectively leverage research, intelligence, data, analytics and external partnerships, increasing our operational efficiency and effectiveness and delivering innovative solutions against major crime and corruption (see page 60).

Integration Strategy 2021–25

To bring together our multiple sources of data and information, increasing the visibility of information relationships and making information more accessible and conducive to the development of insights (see page 61).

Workforce Strategy 2020–24

The CCC's Workforce Strategy focuses on establishing our 2024 workforce ambition and goals, underpinned by a forward-looking, practical roadmap. Our Workforce Strategy includes three goals:

1. Undertaking outcome-focused work enabled by insights, digital technology and innovation.
2. A diverse, engaged and adaptable workforce with the right mix of experience, specialist skills and personal attributes who can work in multi-disciplinary teams.
3. Foster a 'greater place to work' differentiated from other public sectors, underpinned by a strong performance culture, robust workforce strategy, and management and planning capabilities.

Over the last 12 months, we have invested significant effort in developing our people and delivering initiatives that are aligned with these goals.

Recruitment and selection

This year we continued to review our recruitment, selection and onboarding process to focus on enhancing the candidate experience. A positive candidate experience ensures we continue to attract, engage, develop and manage our workforce to deliver on the CCC's strategic objectives now and into the future.

Early Career Pathways

The Early Career Pathways Program is helping us to develop the CCC workforce of the future. The program provides paid and unpaid opportunities for students and graduates in the disciplines of law, financial investigation and analysis, intelligence and research. The program includes a summer vacation internship program, graduate program, and professional practice program.

Inducting new employees

We are committed to ensuring new staff have the knowledge they require to do their job effectively, as well as an understanding of their specific workplace context and how their role aligns with the priorities of the CCC.

Through our induction program, new employees immediately learn about our values, culture, and strategic and operational priorities.

During their first week, new employees undertake a range of mandatory eLearning programs that cover topics such as our Code of Conduct, workplace health and safety and information security.

We supplement this with a quarterly Corporate Induction Program, hosted by our Values and Culture Group (see page 59), which provides an opportunity for our new employees to hear directly from our senior leaders.

Employee experience

This year the CCC implemented a new Employee Experience Measurement approach to monitor employee engagement and experience across the stages of their employee lifecycle, including recruitment and on-boarding; change, development, and promotion; and offboarding. Since July 2021, the CCC has used the Employee Experience Measurement platform to measure employee experience through the onboarding and offboarding processes.

Survey results to date have been encouraging, with both newly commenced and departing staff providing favourable feedback. For instance, the majority of exiting commission officers positively rated their overall experience working at the CCC and stated that they felt the CCC is a values-driven organisation.

Developing our people

The development of our people is guided by their Performance and Development Agreement (PDA), which is created in consultation with their manager and reviewed bi-annually. This PDA sets performance expectations and provides an opportunity for our people to discuss development and career goals with their line manager.

Our strategies for employee development include formal and informal learning and development activities that are designed to provide staff with the knowledge, skills and experience to deliver on our strategic objectives and grow in their careers.

We respond to changes in our environment by providing training to our staff. We delivered training to help our leaders operate as coaches and manage critical conversations.

We continued to support the development of our critical capabilities and digital transformation by providing investment and training to:

- improve our Crime and Corruption investigations, legal, intelligence and finance capability.
- deliver expert evidence and stakeholder engagement training programs - reinforcing best-practice processes and standards
- maintain our strong governance, risk and compliance culture, and
- enhance our online workplace compliance training system (CCCLearning).

We continued to support our people through:

- facilitating access to elective educational courses through our online platform, CCCLearning
- assisting our people with their ongoing professional development by supporting opportunities to attend a range of workshops, seminars and conferences
- supporting staff to undertake tertiary study by providing financial assistance toward their course fees and granting study leave (eight employees), and
- supporting our specialists by reimbursing between 50 and 100 per cent of their professional membership fees (30 employees).

Throughout the year, CCC delivered workshops and presentations to help our people to stay current and enabled with:

- Advanced presentations
- Critical conversations
- Engagement essentials
- Professional business writing
- Mentoring
- Unconscious bias, and
- Leader as coach.

The CCC's Mentoring Program formally connects our people and creates regular opportunities to transfer knowledge and create networks throughout our agency. In 2021–22, we connected 25 mentors with 25 mentees.

Creating great leaders

We aim to develop inspirational leaders who react well under pressure, support and collaborate with their colleagues, and exhibit sound judgement.

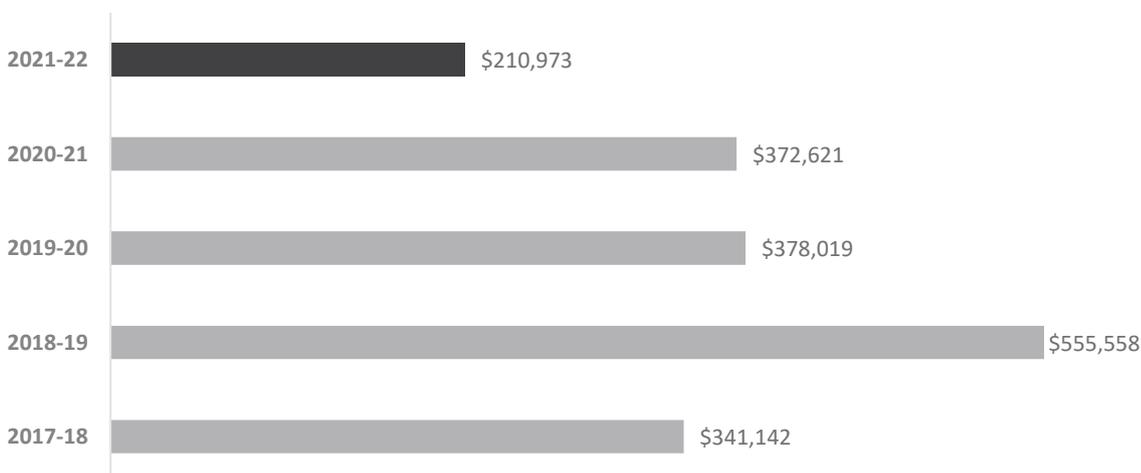
This year, we supported:

- 18 of our leaders to undertake a program to develop confidence and capability in managing critical conversations
- 15 of our leaders to undertake a program to develop and build their capability in communication skills for effective stakeholder engagement, and
- 10 of our leaders to complete the 'Leader as coach' program.

We also continued to support a range of initiatives that assist our people to achieve their career goals, including:

- **CCC Leadership Roadmap** — A framework to support leadership development at all career stages
- **Career Development Pathways** — A framework to assist our people grow their careers as practitioners and technical specialists, and
- **CCCLearning | Professional** — A platform that contains more than 500 bite-size courses, available on-demand covering a range of business and leadership disciplines.

Figure 20: Investment in the training and development of our people from 2017–18 to 2021–22



Supporting reconciliation

The CCC serves an important function in responding to the needs and concerns of Aboriginal and Torres Strait Islander peoples, in relation to criminal justice issues and good governance of public sector agencies. Our vision is to partner with Aboriginal and Torres Strait Islander peoples and communities to form lasting relationships based on mutual trust, respect and understanding. For this reason, we focus on advancing our contribution to reconciliation through strengthening our collective and individual cultural capabilities.

As part of our Reconciliation Action Plan (RAP), we are committed to engaging all of our staff in continuous cultural learning opportunities that increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. In doing so, we believe that we will be more effective in working with Aboriginal and Torres Strait Islander communities and that we can all have a positive impact on reconciliation in Australia.

Our continued focus is on raising awareness within our agency; increasing our staff participation in events that support reconciliation; and reviewing our services so they are culturally responsive, safe, and equally accessible to everyone.

Our first Innovate RAP closed on 30 June 2021. Since then we have been developing our next Innovate RAP with Reconciliation Australia and our stakeholders, while consolidating the work already done in our first action plan.

As mentioned on page 49, this year we engaged with Aboriginal and Torres Strait Islander clients and stakeholders to identify workable solutions for improving access to the CCC complaints management service. Consultation resulted in a range of recommendations which needed to be tested with Aboriginal and Torres Strait Islander peoples and their communities.

Community consultations have commenced to test the recommendations and are being conducted within communities across the State.

As part of our cultural capability strategy, all of our staff have completed a cultural awareness training module based on Evolve Communities' '7 steps to reconciliation' program, aiming to:

- develop appreciation and respect for Aboriginal and Torres Strait Islander history, traditions and culture

- improve understanding of the relevance of reconciliation in our workplace and how it is important to building and maintaining relationships with Aboriginal and Torres Strait Islander stakeholders
- increase cultural safety within our organisation to attract and retain Indigenous persons
- be, and be known as, a great place to work for all people, and be recognised as an organisation that values both its team and clients
- build individual confidence to work within Aboriginal and Torres Strait Islander communities in a culturally appropriate manner, and
- inform individual perspectives of how culture shapes values, attitudes and behaviours.

This program has also been incorporated into our ongoing training schedule for any new staff.

In July 2021, we celebrated NAIDOC week. Due to the continued regulations of COVID-19, we celebrated NAIDOC week with a number of online events to enable us to share, acknowledge and celebrate Australia's rich Aboriginal and Torres Strait Islander culture and history, including virtual community events, stories, music, language resources and documentaries.

In 2022, the theme of National Reconciliation Week was *Be Brave. Make Change*. In line with this year's theme, CCC staff were encouraged to reflect on what we can do to Make Change. Our RAP team coordinated interactive activities to facilitate staff discussion and reflection about the actions available in our day-to-day lives to advance reconciliation in a meaningful way.

In May 2022, a Cultural Advisory Group consisting of key staff and Indigenous representatives from within the communities in which we operate was established. The Cultural Advisory Group will work to help guide the RAP development process and to support our ongoing relationships in communities.

Respecting, promoting and protecting human rights

In January 2020, the *Human Rights Act 2019* (Qld) came into full effect. Since then, we have taken steps to ensure our actions and decisions comply with the requirements of the Act, including the 23 human rights.

The CCC did not receive any human rights complaints in 2021–22.

We demonstrate our ongoing commitment to human rights by:

- continuing our regular human rights training to ensure our people are aware of their obligations under the *Human Rights Act 2019* (Qld)
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our Strategic Plan
- incorporating human rights considerations into our processes for handling complaints, making decisions and developing, amending or rescinding policies and procedures, and
- providing resources and guidance material that support our human rights policy and procedure.

We ensure our acts and decisions do not limit human rights, or limit human rights only to the extent that is reasonable and demonstrably justifiable, in accordance with section 13 of the *Human Rights Act 2019*, for example:

- decisions about the use of coercive powers and acting under coercive powers
- assessment decisions and actions in relation to corruption complaints and police misconduct complaints
- decisions and actions under review and monitoring of corruption complaints and police misconduct complaints
- decisions and actions during the investigation of corruption complaints and police misconduct complaints
- decisions and actions in relation to crime investigations and confiscation-related investigations
- decisions about whether to commence, continue or discontinue a crime-related matter (see our Matter Prioritisation Model, page 47)
- administrative decisions and actions in relation to the disclosure of information, and
- developing, amending or rescinding policies and procedures.

Focusing on wellbeing

We are committed to continuing to provide a safe working environment for all of our people. We know our work can sometimes be challenging, and we remain focused on enhancing the wellbeing of our people and ensuring they are happy, productive and motivated at work.

This year our Wellbeing Plan (2021–2022), released in August 2021, provided proactive and preventative support to commission officers. The plan promotes a range of solutions for effective support, care and treatment for psychological harm and identifies opportunities to build resilience through feeling safe, stable and secure in these uncertain times.

This year we had a focus on mental health as an integral part of people’s wellbeing. We have now trained 45 officers in Mental Health First Aid (MFHA), 27 of which have also been accredited to conduct MHFA assessments.

We partner with Converge International to provide an Employee Assistance Program to ensure CCC officers, and their immediate family members, can access wellbeing services including confidential personal coaching and counselling. We actively promote these services through our induction program and published online materials.

We have updated and continue to maintain a regular and proactive psychological assessment program for our officers deemed at risk of psychological injury as a result of the work they undertake.

To further support our people’s wellbeing, we continue to support and promote flexible work arrangements, including compressed hours, accumulated hours, telecommuting, flexible start and finish times and part-time/job-share arrangements. These arrangements helped support our people to navigate the changing work environment due to natural disasters and COVID-19, and they continue to be in place.

Values and culture

Our Values and Culture Group (VCG), a group of representatives from across each of our business units, continues to lead initiatives to embed and support our organisational values of People, Accountability, Integrity, Courage and Excellence (PAICE).

On 13 October 2021, our VCG coordinated the fifth annual Team CCC Day — a day our people come together to participate in employee-led activities, strengthen workplace relationships and celebrate our value of ‘People’.

The VCG also hosts our annual 1CCC PAICE Awards ceremony. The 1CCC PAICE Awards provide an opportunity to recognise and celebrate our staff for displaying our CCC values — People, Accountability, Integrity, Courage and Excellence — in action. We also recognise staff contribution to reconciliation at this annual event.

In July 2022, we held the 1CCC PAICE Awards ceremony to recognise and celebrate staff who had been nominated by their peers via our online employee recognition tool during the preceding year.

Ensuring ethical conduct

The CCC’s Code of Conduct provides guidance to our staff on appropriate behaviour, consistent with the principles outlined in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government, and
- accountability and transparency.

These principles underpin our values (see page 7), and they are embedded within individual PDAs.

New staff are provided with the CCC Code of Conduct upon commencement and complete an eLearning module in their first week of employment. The module covers the following topics:

- operation of the *Public Sector Ethics Act 1994*, the application of ethics principles, and their obligations as public officials, and
- the contents of our Code of Conduct, and the rights and obligations they have in relation to contraventions of our Code of Conduct.

Existing staff are required to complete regular refresher training.

Our Governance Framework (see page 68) outlines the values, attitudes and behaviours expected of all staff, in

alignment with international standards of best practice and the principles of the *Public Sector Ethics Act 1994*.

Our policy framework sits within our broader governance framework and ensures our policies and procedures align with the principles and values of the Act.

Engaging with our people

We formally engage with our people through our consultative committee, with participation from both our staff and management. Both the Chairperson and Chief Executive Officer are members of this committee, which meets to raise and discuss industrial or employee relations issues.

Each year, we also participate in the Working for Queensland Survey to measure our workplace climate, with this year’s survey conducted in September 2021. We continued to have a strong participation rate, with 71 per cent of our people providing valuable feedback through this mechanism. Despite the challenges faced this year, the survey results showed growth against the majority of factors and indices when compared with 2020 results, including in:

- agency engagement, driven by increases in job satisfaction and in our people’s belief that they are making a difference to our community
- job empowerment, driven by increases in our people’s feelings of having the tools and information they need to do their job effectively and the ability to have a say in how to do their job, and
- learning and development, driven by our people having access to relevant learning and development opportunities, and opportunities for our people to develop their skills and knowledge.

The results also provided us insights into the focus areas for improving our employee experience. To guide our response to the Working for Queensland survey, we developed action plans to target key areas and monitor progress, including taking the following actions:

- supporting managers to improve recruitment quality and effectiveness to reduce workforce gaps and give people confidence in the process
- continuing to support flexible working arrangements to assist people finding work-life balance, and
- ensuring our investment in learning and development is balanced between leadership and technical skills.

Digital Strategy 2020–24

The CCC's Digital Strategy enhances our digital capability to create a resilient, connected, augmented and automated agency enabling us to deliver smarter, simpler and effective services.

Our Digital Strategy is phased over a five-year delivery roadmap and seeks to:

1. improve the resilience, connectedness, efficiency and effectiveness of our service delivery model – in order to 'get ahead of' the increasingly sophisticated crime and corruption environment, and
2. improve the experiences of our internal and external stakeholders.

Digital Program

In 2021–22, we moved into the next phase of our digital strategy to maintain our enhanced maturity. Over the last 12 months, we:

- further strengthened our information security posture, by implementing enhancements to our cloud environment and firewalls, and other initiatives to ensure compliance with the Australian Signals Directorate Essential 8 security requirements
- strengthened the foundations of our digital Governance, Risk, and Compliance (dGRC) system
- conducted a major version upgrade of our electronic document and records management system
- continued to support the mobility of our workforce by rolling out a new fleet of Surface Pro 7 devices, trialling a new web-based forensic computing tool which allows our investigators to review electronic exhibits when working remotely, and providing remote access to CCC building security systems
- continued the development of the CCC's cloud-based data warehouse that will allow us to consistently connect information across data assets to develop deep insight and intelligence about crime and corruption matters
- developed digital applications to support improved decision-making, including a stakeholder management system to track engagements with key partners and a finance dashboard to improve fiscal management
- commenced a replacement program of the audio-visual equipment in hearing and training rooms, and
- commenced a pilot to facilitate secure information exchange with external agencies.

Insights Strategy 2020–24

The CCC's Insights Strategy builds on our Digital and Workforce Strategies by exploring the required uplift to enhance our technology and provide our people with the ability to leverage insights, increasing operational efficiency and effectiveness, and delivering innovative solutions against major crime and corruption.

The goals of this strategy are:

1. To empower people with data by ensuring our people and stakeholders have access to the right information at the right time. They understand what data is available and know how to use it.
2. To enhance our agency performance by improving:
 - the quality and timeliness of assessments and investigation
 - our operational and intelligence gathering capabilities that enable targeted and proactive action, and
 - the effectiveness of internal processes that create increased capability of our people.
3. To embed an insight-driven culture by increasing:
 - our insights literacy and capability
 - our delivery of insights-led solutions, and
 - our participation in insights knowledge sharing and collaboration.

Measuring the impact of Proceeds of Crime

As reported on page 32, this year we completed our research project into the deterrence effect of proceeds of crime action through tracking offenders' contacts with the justice system before and after that action. This provides valuable insight into the allocation of CCC resources to enable maximum impact from proceeds of crime actions.

Data warehouse

In 2021–22, the CCC developed a data warehouse that provides opportunities to increase the efficiency and quality of operational reporting and add value to our strategic data assets.

In the past year we have undertaken a current state analysis to identify our strategic data assets, gathered business requirements to assist in the prioritisation of agency-wide reporting needs and delivered a business intelligence dashboard.

Preliminary work has also commenced on the ingestion of more complex operational data sets into the data warehouse.

Finance Reporting Dashboard

A key deliverable this year was the ingestion of financial information with our data warehouse, and moving elements of the data warehouse into production.

Significantly, we delivered an interactive and dynamic Finance Reporting Dashboard to cost centre managers, leveraging the CCC's data and insights and cloud infrastructure.

We will continue to expand this capability to generate insights from its operational data.

Data catalogue

In January 2022, we delivered the CCC Data Catalogue. The catalogue has been produced from our key data holdings, providing a strong base for our future data inventory and cataloguing initiatives as well as the creation of a common data model.

Corruption Allegations Data Dashboard

The Corruption Allegations Data Dashboard was updated this year and published on the CCC website. The dashboard's data set was expanded to include allegations data for the period 1 July 2015 to 31 March 2022.

The aggregated data provides useful and transparent information about corruption allegations in Queensland for the public and stakeholders in units of public administration.

Integration Strategy 2021–25

The CCC's Integration Strategy is intended to ensure that new technologies integrate with existing systems, to allow us to get the most out of our transition to a data-driven agency.

Outcomes from this strategy will enable greater integration across appropriate applications, devices, and data so that new digital products can be introduced faster while limiting the risk of re-work, improving system integration and interoperability to increase business intelligence, organisational resilience and connectedness.

The benefits of an integration strategy are:

1. improved business agility and access to information
2. streamlined information flows and increased process efficiency, and
3. optimised IT resources and reduced costs.

The Integration Strategy underpins and enables the ongoing delivery of both the Digital Strategy and Insights Strategy, defining a regime for bringing together sets of data and information from multiple sources, increasing the visibility of information relationships and making information more accessible for use.

Following the development of the Integration Strategy last year, the data warehouse has been expanded to allow better integration of data from multiple systems.

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 Chairperson⁴

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.

⁴ 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 ¹ |
| Mr Alan MacSparran QC ² | Chairperson | 6 | 1 |
| Mr Bruce Barbour ³ | Acting Chairperson | 11 | 2 |
| Mr Sydney Williams QC | Deputy Chairperson | 11 | 0 |
| Ms Deborah Holliday QC ⁴ | Ordinary Commissioner | 2 | 0 |
| Ms Helen Darch | Ordinary Commissioner | 11 | 0 |
| Ex officio members | | | |
| Ms Jen O'Farrell | Chief Executive Officer | 11 | 3 |
| Mr Paul Alsbury ⁵ | 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 ⁶ | General Manager, Operations Support | 2 | 0 |
| Mr David Caughlin ⁷ | Acting Senior Executive Officer (Corruption) | 4 | 2 |
| Mr Peter Le Clercq ⁸ | Acting Executive Director, Strategy and Performance | 6 | 0 |
| Acting Detective Chief Superintendent Stephen Loth ⁹ | Acting General Manager, Operations Support | 4 | 0 |
| Detective Superintendent Mark Reid ¹⁰ | 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.

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)⁵**

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.

⁵ 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.^{1,2}

Employee profile

Table 7: Full-time equivalent employees by division

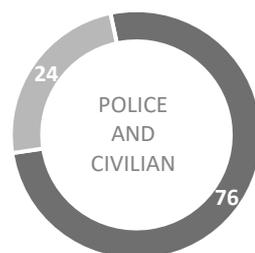
| Division | FTE ^{1,2} |
|-----------------------------------|--------------------|
| Corruption | 89.7 |
| Crime | 60.76 |
| Office of the Commission | 7 |
| Operations Support | 76.58 |
| Corporate Services | 71.9 |
| Strategy, Innovation and Insights | 10 |
| Total | 315.94 |

Notes:

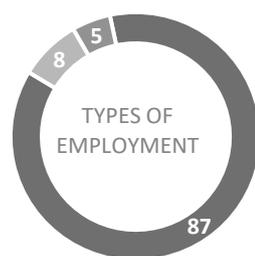
1. Full-time equivalent refers to all permanent, temporary and casual employees (including Commissioners).
2. FTE figures in this section are as at 17 June 2022, which was the last full fortnight of the June quarter. This differs slightly to FTE figures in our audited Financial Statements (see page 90).

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 ^{1,2} | 1% |
| Culturally or linguistically diverse background ^{1,2} | 7.0% |
| Living with a disability ^{1,2} | 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.

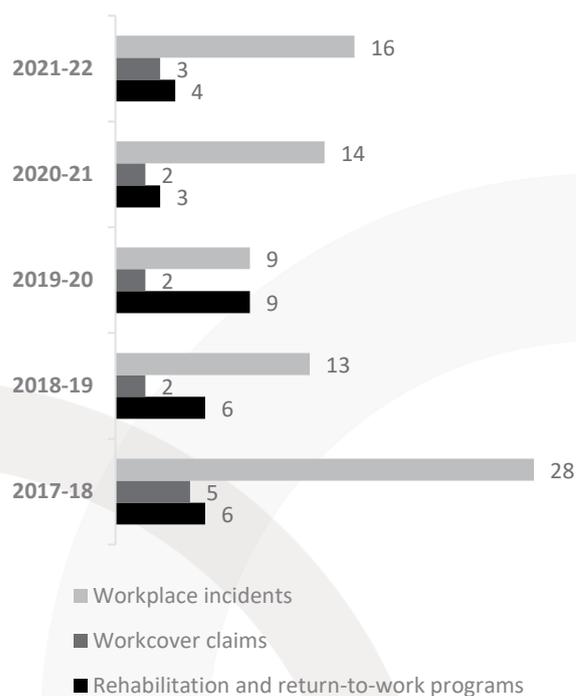
Workplace health and safety

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 ¹ | ARMC Chair (external) | 1 |
| Mr Ian Hall ¹ | ARMC Chair (external) | 4 |
| Mr Stuart Hatton ² | 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 |
| Ex officio members | | |
| Mr Alan MacSporran QC ³ | CCC Chairperson | 1 |
| Mr Bruce Barbour | Acting CCC Chairperson | 2 |
| Invitees | | |
| 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.

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 2021–22¹

| 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.

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.

Open Data

The following data sets are published on the Open Data website at 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.

Financial information

| | |
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About the financial statements

The financial statements highlight our financial performance and overall position as at 30 June 2022.

The financial statements consist of five parts:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to and forming part of the Financial Statements.

The financial statements are prepared by our finance area, reviewed by our Chief Executive Officer and ARMC and then audited by the QAO.

Statement of Comprehensive Income

The Statement of Comprehensive Income measures an entity's financial performance over a specific period (usually 12 months). The Statement of Comprehensive Income comprises a profit and loss statement which compares revenues received against expenses incurred. Excess revenue over expenses results in an operating surplus, while excess expenses over revenue results in an operating deficit.

For the year ended 30 June 2022, our expenses exceeded revenue by \$0.551 million, resulting in an operating deficit.

Statement of Financial Position

The Statement of Financial Position provides a snapshot of the financial health of an entity at the end of the reporting period. It presents the value of the assets held, amounts owing (liabilities), and the equity (net worth) of the entity.

As at 30 June 2022, our equity was valued at \$23.580 million, decreasing by \$0.551 million due to the operating deficit for 2021–22.

Assets

Assets are items of value controlled by an entity, from which future economic benefits are expected to flow to the entity. Assets are classed as 'current assets' or 'non-current assets'.

Current assets are those assets that can be readily converted into cash within the next 12 months. Our current assets include cash, trade debtors and other receivables, and pre-paid expenditure.

Non-current assets are those assets that are not easily converted into cash and that an entity does not expect to convert into cash within the next 12 months. At 30 June 2022, our non-current assets of \$7.211 million included the book value of leasehold improvements, motor vehicles, computer and other technical equipment, software (intangibles), and work in progress.

Liabilities

Liabilities are the amounts owed by the entity. Similarly to assets, they are classed as 'current liabilities' and 'non-current liabilities'.

Current liabilities are amounts owing that an entity plans to pay within the next 12 months. Our current liabilities include amounts owed to suppliers (usually settled on 30-day terms), amounts owing for leave entitlements to be paid to the Annual Leave Central Scheme, provisions for expenditure incurred based on contractual obligations and expected to be settled within the next 12 months.

Non-current liabilities are those liabilities which an entity is not expected to pay within 12 months or which the entity has no legal requirement to settle within the next 12 months. Our non-current liabilities relate to the provision for costs to restore the leased premises to its original condition and deferred lease liabilities which have arisen due to recognising lease payments in accordance with the new leasing standard implemented on 1 July 2019 (see notes 10 and 11) over the term of the lease.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of the CCC as at 30 June 2022.

Equity

Equity is the net worth of the entity and is represented by total assets less total liabilities in the Statement of Financial Position. An entity's equity balance is made up of initial capital (contributions), accumulated surplus/deficit and reserves.

Statement of Changes in Equity

The Statement of Changes in Equity details movements in the equity of an entity during the reporting period. The equity balance is affected by the operating result (surplus or deficit) for the period, equity injections or withdrawals, and asset revaluations.

Statement of Cash Flows

This statement shows the actual movements of cash during the financial year. During the 2021–22 financial year, we received \$65.816 million in cash and paid out \$60.963 million in cash to manage our operating activities. In addition, \$1.750 million in cash was invested in capital acquisitions. Our cash balance at 30 June 2022 was \$18.895 million compared with \$15.564 million at 30 June 2021. The increase in cash of \$3.331 million is mainly due to the current year operating deficit containing a non-cash write-off expense for the ICMS project, depreciation and amortisation expenses less than capital invested and the increase in payables due to the timing of creditor payments when compared with 30 June 2021.

Notes to and forming part of the Financial Statements

The notes to the financial statements provide a more detailed breakup of line items presented in the financial statements. They also disclose other matters such as the CCC's accounting policies, budget reporting disclosures including explanations of major budget variances, outstanding commitments at the end of the reporting period and other financial disclosures including key executive management personnel and remuneration. The financial statements should be read in conjunction with these accompanying notes.

CRIME AND CORRUPTION COMMISSION
Financial Statements
for the year ended 30 June 2022

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General information

These financial statements cover the Crime and Corruption Commission (CCC), an independent statutory body established under the *Crime and Corruption Act 2001*, which reports directly to the Queensland Parliament.

For financial reporting purposes, the CCC is a statutory body in terms of the *Financial Accountability Act 2009*, and is subsequently consolidated into the whole-of-government financial statements.

The head office and principal place of business of the CCC is:
Level 2, North Tower Green Square
515 St Pauls Terrace
Fortitude Valley QLD 4006

A description of the nature of the CCC’s operations and its principal activities is included in the notes to the financial statements.

For information relating to the CCC’s financial statements, please call 07 3360 6060, email <mailbox@ccc.qld.gov.au> or visit the CCC’s website at <www.ccc.qld.gov.au>.

CRIME AND CORRUPTION COMMISSION
Statement of Comprehensive Income
for the year ended 30 June 2022

| OPERATING RESULT | Notes | 2022 | | | 2021 Actual \$'000 |
|--|--------------|-----------------------------------|---------------------------------------|--|-----------------------------------|
| | | 2022 Actual \$'000 | Original Budget \$'000 | Budget Variance* \$'000 | |
| Income from Continuing Operations | | | | | |
| Grants and other contributions | 2 | 65,142 | 63,878 | 1,264 | 64,672 |
| Interest | | 139 | 150 | (11) | 145 |
| Other revenue | | 75 | 104 | (29) | 297 |
| Total Revenue | | 65,356 | 64,132 | 1,224 | 65,114 |
| Gains on disposal of property, plant and equipment | | 123 | 25 | 98 | 25 |
| Total Income from Continuing Operations | | 65,479 | 64,157 | 1,322 | 65,139 |
| Expenses from Continuing Operations | | | | | |
| Employee expenses | 3 | 45,613 | 44,597 | 1,016 | 44,217 |
| Supplies and services | 5 | 14,343 | 14,939 | (596) | 15,190 |
| Depreciation and amortisation | 8,10,11 | 2,406 | 3,313 | (907) | 2,410 |
| Finance costs | | 8 | 12 | (4) | 12 |
| Other expenses | 6 | 1,385 | 1,296 | 89 | 1,309 |
| Impairment losses | 8,9 | 2,275 | - | 2,275 | - |
| Total Expenses from Continuing Operations | | 66,030 | 64,157 | 1,873 | 63,138 |
| Operating Result from Continuing Operations | | (551) | - | (551) | 2,001 |
| Total Comprehensive Income | | (551) | - | (551) | 2,001 |

* An explanation of major variances is included at Note 20.

The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Financial Position
as at 30 June 2022

| | Notes | 2022 Actual \$'000 | 2022 Original Budget \$'000 | Budget Variance* \$'000 | 2021 Actual \$'000 |
|--------------------------------------|-------|--------------------------|--------------------------------------|-------------------------------|--------------------------|
| Current Assets | | | | | |
| Cash and cash equivalents | 7 | 18,895 | 12,055 | 6,840 | 15,564 |
| Receivables | | 987 | 800 | 187 | 879 |
| Other assets | | 1,146 | 1,253 | (107) | 1,426 |
| Total Current Assets | | 21,028 | 14,108 | 6,920 | 17,869 |
| Non-Current Assets | | | | | |
| Intangible assets | 8,9 | 890 | 2,794 | (1,904) | 3,477 |
| Property, plant and equipment | 10 | 5,963 | 7,898 | (1,935) | 6,422 |
| Right-of-use assets | 11 | 309 | 310 | (1) | 618 |
| Other assets | | 49 | 126 | (77) | 95 |
| Total Non-Current Assets | | 7,211 | 11,128 | (3,917) | 10,612 |
| Total Assets | | 28,239 | 25,236 | 3,003 | 28,481 |
| Current Liabilities | | | | | |
| Payables | 12 | 2,798 | 1,181 | 1,617 | 2,189 |
| Lease liabilities | 11 | 330 | 302 | 28 | 316 |
| Accrued employee benefits | 13 | 1,300 | 1,362 | (62) | 1,293 |
| Other | | 12 | 3 | 9 | - |
| Total Current Liabilities | | 4,440 | 2,848 | 1,592 | 3,798 |
| Non-Current Liabilities | | | | | |
| Lease liabilities | 11 | - | 28 | (28) | 330 |
| Provisions | 14 | 219 | 227 | (8) | 222 |
| Other | | - | 1 | (1) | - |
| Total Non-Current Liabilities | | 219 | 256 | (37) | 552 |
| Total Liabilities | | 4,659 | 3,104 | 1,555 | 4,350 |
| Net Assets | | 23,580 | 22,132 | 1,448 | 24,131 |
| Equity | | | | | |
| Contributed equity | | 16,168 | 16,168 | - | 16,168 |
| Accumulated surplus | | 7,412 | 5,964 | 1,448 | 7,963 |
| Total Equity | | 23,580 | 22,132 | 1,448 | 24,131 |

* An explanation of major variances is included at Note 20.

The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Changes in Equity
for the year ended 30 June 2022

| | Accumulated Surplus \$'000 | Contributed Equity \$'000 | TOTAL \$'000 |
|--|---|--|-------------------------|
| Balance as at 1 July 2020 | 5,962 | 15,828 | 21,790 |
| Operating result from continuing operations | 2,001 | - | 2,001 |
| <i>Transactions with Owners as Owners:</i> | | | |
| ☐ Non appropriated equity injection ¹ | - | 340 | 340 |
| Balance as at 30 June 2021 | 7,963 | 16,168 | 24,131 |

| | Accumulated Surplus \$'000 | Contributed Equity \$'000 | TOTAL \$'000 |
|---|---|--|-------------------------|
| Balance as at 1 July 2021 | 7,963 | 16,168 | 24,131 |
| Operating result from continuing operations | (551) | - | (551) |
| Balance as at 30 June 2022 | 7,412 | 16,168 | 23,580 |

¹ The CCC received a non-appropriated equity injection in 2020-21 to fund capital programs.

The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statements of Cash Flows
for the year ended 30 June 2022

| | Notes | 2022 Actual \$'000 | 2022 Original Budget \$'000 | Budget Variance* \$'000 | 2021 Actual \$'000 |
|--|-------|--------------------------|--------------------------------------|-------------------------------|--------------------------|
| Cash flows from operating activities | | | | | |
| Inflows | | | | | |
| Grants and other contributions | 2 | 63,897 | 62,769 | 1,128 | 63,563 |
| Interest receipts | | 134 | 150 | (16) | 146 |
| GST input tax credits from ATO | | 1,637 | 1,166 | 471 | 1,799 |
| GST collected from customers | | 78 | - | 78 | 83 |
| Other | | 70 | 104 | (34) | 352 |
| Outflows | | | | | |
| Employee expenses | | (45,082) | (44,597) | (485) | (43,313) |
| Supplies and services | | (10,717) | (10,850) | 133 | (10,721) |
| Property rental | | (3,356) | (4,029) | 673 | (4,168) |
| GST paid to suppliers | | (1,594) | (1,143) | (451) | (1,703) |
| GST remitted to ATO | | (75) | (28) | (47) | (85) |
| Other | | (139) | (137) | (2) | (161) |
| Net cash provided by/(used in) operating activities | 15 | 4,853 | 3,405 | 1,448 | 5,792 |
| Cash flows from investing activities | | | | | |
| Inflows | | | | | |
| Sales of property, plant and equipment | | 544 | 149 | 395 | 480 |
| Outflows | | | | | |
| Payments for Intangibles | 8 | - | (525) | 525 | (957) |
| Payments for property, plant and equipment | 10 | (1,750) | (1,741) | (9) | (1,163) |
| Net cash provided by/(used in) investing activities | | (1,206) | (2,117) | 911 | (1,640) |
| Cash flows from financing activities | | | | | |
| Inflows | | | | | |
| Equity injection | | - | - | - | 340 |
| Outflow | | | | | |
| Finance lease payments | 11 | (316) | (316) | - | (313) |
| Net cash provided by/(used in) financing activities | | (316) | (316) | - | 27 |
| Net increase (decrease) in cash and cash equivalents | | 3,331 | 972 | 2,359 | 4,179 |
| Cash and cash equivalents at beginning of period | | 15,564 | 11,083 | 4,481 | 11,385 |
| Cash and cash equivalents at end of period | 7 | 18,895 | 12,055 | 6,840 | 15,564 |

* An explanation of major variances is included at Note 20.

The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Objectives of the Crime and Corruption Commission

- Note 1** Summary of Significant Accounting Policies
- Note 2** Grants and Other Contributions
- Note 3** Employee Expenses
- Note 4** The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions
- Note 5** Supplies and Services
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- Note 14** Provisions
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- Note 17** Contingencies
- Note 18** Financial Instruments
- Note 19** Trust Transactions and Balances
- Note 20** Explanation of Major Variances

Management Certificate for the year ended 30 June 2022

Objectives of the Crime and Corruption Commission (CCC)

The Crime and Corruption Commission (CCC) is an independent statutory body set up to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. We investigate crime and corruption, have oversight of the public sector including police, and protect witnesses.

Note 1: Summary of Significant Accounting Policies

Significant accounting policies are in the notes to which they relate, except as follows:

(a) Statement of Compliance

These financial statements are general purpose financial statements which have been prepared on an accrual basis, except for the Statement of Cash Flows which is prepared on a cash basis. They are prepared in accordance with:

- Section 39 of the *Financial and Performance Management Standard 2019*
- Australian Accounting Standards and Interpretations applicable to not-for-profit entities
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2021

Except where stated, the historical cost convention is used. This means that assets are recorded at their initial cost and liabilities are valued at the amount initially received in exchange for obligation.

There are no new accounting policies applied or changes in accounting policy in the year of 2021-22.

(b) The Reporting Entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the CCC. The CCC does not control any other entities.

(c) Other Presentation Matters

Currency and rounding

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparatives

Comparative information has not been restated.

Current/Non-Current Classification

Assets and liabilities are classified as either "current" or "non-current" in the Statement of Financial Position and associated notes.

Assets are classified as "current" where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as "current" when they are due to be settled within 12 months after the reporting date, or the CCC does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

(d) Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Chief Finance Officer, Chief Executive Officer and Chairperson at the date of signing the Management Certificate.

Note 1: Summary of Significant Accounting Policies (cont'd)

(e) Taxation

The CCC is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

(f) Receivables

Receivables are measured at amortised cost which approximates their fair value and represent amounts owed to the CCC at the end of the reporting period. Any receivable impairment allowance reflects expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast recoverability. Where there is no reasonable expectation of recovering an amount owed the debt is written-off by directly reducing the receivable against the loss allowance.

Sundry debtors are recognised at the amounts due at the time of service delivery, that is, the agreed sale/contract price. Settlement of these amounts is required within 30 days from invoice date.

(g) Accounting Estimates and Judgments

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgments that have the potential to cause a material adjustment to the carrying amount of assets and liabilities and associated depreciation and amortisation expenses within the next period. Such estimates, judgments and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Intangible Assets (Note 8)
- Property, Plant and Equipment (Note 10)
- Right-of-use Assets and Lease Liabilities (Note 11)
- Provisions (Note 14)
- Commitments for Expenditure (Note 16)
- Contingencies (Note 17)

(h) Future Impact of Accounting Standards Not Yet Effective

At the date of authorisation of the financial statements, there are no new or amended accounting standards with future effective dates that are applicable and have a material impact on the CCC.

(i) Impact of Corona Virus (COVID-19) Pandemic

In response to COVID-19 impacts on businesses in the community, the CCC is paying its suppliers on zero-day payment terms. No other impacts are deemed to be material to the financial statements, therefore no additional disclosure on COVID-19 is required.

Note 2: Grants and Other Contributions

Accounting Policy:

Government Grants – Government grants are non-reciprocal in nature and are recognised as revenue in the year in which the CCC obtains control over them or the right to receive them.

Other Contributions – Services Received Below Fair Value – The CCC recognises contributions of services only if the services would have been purchased had they not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

| | 2022 \$'000 | 2021 \$'000 |
|---|------------------------------|------------------------------|
| Grants | | |
| Queensland Government grant ¹ | 63,897 | 63,563 |
| Other Contributions – Services Received Below Fair Value (Note 6) | | |
| Archival storage services from Department of Communities, Housing and Digital Economy | 135 | 128 |
| Employee costs for police secondments from Queensland Police Service (QPS) ² | 1,110 | 981 |
| | <u>1,245</u> | <u>1,109</u> |
| Total | <u>65,142</u> | <u>64,672</u> |

¹ The CCC is funded by parliamentary appropriations for the provision of its outputs. These appropriations are received by the Department of Justice and Attorney-General (DJAG) and forwarded to the CCC on a quarterly basis in the form of a grant.

² As at 30 June 2022, 8 police FTEs were seconded to the CCC from the QPS and paid for by the QPS (2021: 8 police FTEs seconded).

Note 3: Employee Expenses

Accounting Policy:

Wages, Salaries and Sick Leave – Salaries and wages due but unpaid at reporting date are recognised as a liability in the Statement of Financial Position. As the CCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Refer to Note 13 for balances.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees, and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Annual Leave – The CCC became a member of the Queensland Government’s Annual Leave Central Scheme (ALCS) starting 1 July 2018. Under this scheme, a levy is made on the CCC to cover the cost of employees’ annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears. Refer to Note 13 for balances.

Long Service Leave – Under the Queensland Government’s Long Service Leave Central Scheme, a levy is applied on the CCC to cover the cost of employees’ long service leave. Levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears. Refer to Note 13 for balances.

No provision for long service leave is recognised in the CCC’s financial statements, the liability being held on a whole-of-government basis and reported in those financial statements, pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation – Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government’s QSuper defined benefit plan as determined by the employee’s conditions of employment.

Defined Contribution Plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee’s service each pay period.

Defined Benefit Plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the CCC at the specified rate following completion of the employee’s service each pay period. The CCC’s obligations are limited to those contributions paid.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 3: Employee Expenses (cont'd)

| | 2022 | 2021 |
|---------------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Employee Benefits | | |
| Wages and salaries | 35,296 | 34,134 |
| Annual leave levy/expense | 2,549 | 2,387 |
| Long service leave levy/expense | 911 | 855 |
| Employer superannuation contributions | 4,580 | 4,456 |
| Other employee benefits | 87 | 121 |
| Employee Related Expenses | | |
| Workers' compensation premium | 303 | 301 |
| Payroll tax | 1,527 | 1,480 |
| Other employee related expenses | 360 | 483 |
| Total | 45,613 | 44,217 |

The number of employees including both full-time employees and part-time employees, measured on a full-time equivalent (FTE) basis is:

| | 2022 | 2021 |
|----------------------------------|-------------|-------------|
| Number of employees ¹ | 311 | 325 |

¹ As at 30 June 2022 it includes 74 (2021: 73) police FTE positions seconded from the QPS and paid for by the CCC.

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions

(a) The Commission

The Commission is the governing body and comprises a full time Commissioner who is the Chairperson, one (1) part-time Commissioner who is the Deputy Chairperson, and three (3) part-time Ordinary Commissioners. The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions. The Chairperson has specific responsibilities relating to the proper performance of the CCC's functions.

(b) Chief Executive Officer (CEO)

The CEO is responsible for the efficient, effective and economic administration of the CCC. The CCC's financial functions are also delegated to the CEO. The CEO reports to the Commission.

(c) Key Management Personnel

The CCC's responsible Minister is identified as part of the CCC's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence. Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Member's Remuneration Handbook. The CCC does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

The details for non-ministerial KMP reflect those CCC positions that had authority and responsibility for planning, directing and controlling activities of the CCC during 2021-22 and 2020-21. Further information about these positions can be found in the body of the Annual Report under the section relating to Governance and people.

(d) Remuneration Expenses

Chairperson Remuneration

The remuneration paid to the Chairperson is determined by the Governor-in-Council and is equivalent to the superannuable salary of a Supreme Court judge, other than the Chief Justice or the President of the Court of Appeal, as provided for under the *Judicial Remuneration Act 2007*.

The Chairperson's conditions of employment includes a jurisprudential allowance, an expense of office allowance, vehicle allowance, leave equivalent to the public service and a pension in accordance with the provisions of the *Crime and Corruption Act 2001*. The Chairperson is not eligible for a performance bonus.

Acting Chairperson Remuneration

The remuneration paid to the acting Chairperson is determined by the Governor-in-Council. When acting as the Chairperson, the appointees will continue to receive their substantive superannuable salary, plus will receive the pro-rata difference between their substantive superannuable salary and the salary paid to the Chairperson which is equivalent to the salary paid to a Supreme Court Judge.

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

Chief Executive Officer (CEO) and Senior Executive Remuneration

The remuneration paid to the CEO is determined by the Governor-in-Council; however, remuneration policy for both the CCC's CEO and senior executive personnel is based on rates set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*, and approved by the Minister.

For the 2021-22 year, in accordance with government policy, the remuneration for the CEO and senior executive personnel increased by 2.5% on 1 September 2021 and a further 2.5% on 1 March 2022. There were no increases in salary in financial year 2020-21 for the CEO and Senior Executive Personnel.

Remuneration expenses for key management personnel comprise the following components:

- Short-term employee expenses which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the senior executive position
 - non-monetary benefits — consisting of car parking benefits
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations
- Termination benefits are provided for within individual contracts of employment for senior executive personnel only. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for the termination
- The CEO and senior executive personnel contracts do not provide for performance bonuses.

The remuneration and other terms of employment for the senior executive personnel are specified in employment contracts.

Part-time Ordinary Commissioners' Remuneration

The remuneration paid to part-time Commissioners is determined by the Governor-in-Council and based on rates specified in the guidelines for Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities: Remuneration Procedures. The remuneration amounts shown include superannuation.

| Name of Commissioner | Position | Date of term commencement | 2022 \$'000 | 2021 \$'000 |
|-----------------------------|-----------------------|---|------------------------|------------------------|
| Deborah Holliday | Ordinary Commissioner | Acting 11 November 2016 to 10 February 2017 10 March 2017 to 15 October 2021 | 14 | 48 |
| Anne Tiernan | Ordinary Commissioner | Acting 11 November 2016 to 10 February 2017 10 March 2017 to 24 July 2020 | - | 5 |
| Sydney Williams | Deputy Chairperson | 1 November 2014 to current | 46 | 47 |
| Marshall Irwin | Ordinary Commissioner | 1 March 2016 to 30 April 2021 | - | 38 |
| Helen Darch | Ordinary Commissioner | 14 May 2021 to current | 46 | 6 |
| Bruce Barbour* | Ordinary Commissioner | 14 May 2021 to 28 January 2022 | 27 | 6 |
| Total | | | 133 | 150 |

*Appointed as CCC acting Chairperson on the 28 January 2022. Refer to acting Chairperson remuneration.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)
1 July 2021 – 30 June 2022

| Position | Contract classification and appointment authority | Monetary Expenses \$'000 | Long-Term Employee Expenses \$'000 | Post-Employment Expenses \$'000 | Total Expenses \$'000 |
|--|--|--------------------------|------------------------------------|---------------------------------|-----------------------|
| Chairperson – 1 September 2015 to 28 January 2022 | <i>Crime and Corruption Act 2001</i> | 309 | 7 | - | 316 |
| Acting Chairperson – 28 January 2022 to 1 July 2022 ¹ | <i>Crime and Corruption Act 2001</i> | 200 | 5 | 21 | 226 |
| Chief Executive Officer – 24 August 2018 to current | CEO, <i>Crime and Corruption Act 2001</i> | 316 | 8 | 39 | 363 |
| Senior Executive Officer, Corruption – 3 October 2017 to 11 February 2022 ² | SES4, <i>Crime and Corruption Act 2001</i> | 163 | 3 | 15 | 181 |
| Acting Senior Executive Officer, Corruption – 10 February 2022 to 30 June 2022 | SES4, <i>Crime and Corruption Act 2001</i> | 97 | 3 | 9 | 109 |
| Senior Executive Officer, Crime – 3 July 2017 to current | SES4, <i>Crime and Corruption Act 2001</i> | 259 | 6 | 29 | 294 |
| General Manager, Corporate Services – 1 April 2019 to current | SES3, <i>Crime and Corruption Act 2001</i> | 216 | 5 | 23 | 244 |
| General Manager, Operations Support – 12 April 2022 to current | Chief Superintendent, <i>Crime and Corruption Act 2001</i> | 43 | 1 | 7 | 51 |
| General Manager, Operations Support – 5 May 2020 to 8 April 2022 ³ | Chief Superintendent, <i>Crime and Corruption Act 2001</i> | 60 | 2 | 9 | 71 |
| Acting General Manager, Operations Support – 5 July 2021 to 2 January 2022 | Chief Superintendent, <i>Crime and Corruption Act 2001</i> | 111 | 3 | 16 | 130 |
| Total Remuneration | | 1,774 | 43 | 168 | 1,985 |

¹ Acting Chairperson has been appointed to the role of Chairperson for three years starting 2 July 2022.

² Remuneration expenses include costs in relation to acting arrangements established during the year.

³ Commenced secondment with Queensland Racing Integrity Commission from 5 July 2021 to 2 January 2022. The General Manager, Operations Support role was backfilled during this period.

CRIME AND CORRUPTION COMMISSION

Notes to and forming part of the Financial Statements 2021–22

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

1 July 2020 – 30 June 2021

| Position | Contract classification and appointment authority | Monetary Expenses \$'000 | Long-Term Employee Expenses \$'000 | Post-Employment Expenses \$'000 | Total Expenses \$'000 |
|--|--|--------------------------|------------------------------------|---------------------------------|-----------------------|
| Chairperson – 1 September 2015 to current | <i>Crime and Corruption Act 2001</i> | 495 | 12 | - | 507 |
| Chief Executive Officer – 24 August 2018 to current | CEO, <i>Crime and Corruption Act 2001</i> | 302 | 7 | 38 | 347 |
| Senior Executive Officer, Corruption – 3 October 2017 to current | SES4, <i>Crime and Corruption Act 2001</i> | 239 | 6 | 28 | 273 |
| Senior Executive Officer, Crime – 3 July 2017 to current* | SES4, <i>Crime and Corruption Act 2001</i> | 248 | 6 | 28 | 282 |
| General Manager, Corporate Services – 1 April 2019 to current | SES3, <i>Crime and Corruption Act 2001</i> | 207 | 5 | 23 | 235 |
| General Manager, Operations Support – 5 May 2020 to current | Chief Superintendent, <i>Crime and Corruption Act 2001</i> | 189 | 4 | 31 | 224 |
| General Manager, Strategy Innovation and Insights – 1 April 2019 to 4 September 2020 | SES3, <i>Crime and Corruption Act 2001</i> | 42 | 1 | 3 | 46 |
| Total Remuneration | | 1,722 | 41 | 151 | 1,914 |

* Remuneration expenses include costs in relation to acting arrangements established during the year.

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(e) Related Party Transactions

Transactions with people/entities related to KMP

The CCC obtained related party declarations for each member of the Commission and key executive management personnel for the period 1 July 2021 to 30 June 2022. No related party transactions have been identified as per AASB 124 *Related Party Disclosures* from the declarations completed and searches performed.

Transactions with other Queensland Government-controlled entities

The CCC's primary ongoing sources of funding are from the Department of Justice and Attorney-General and are provided in cash by way of either revenue (Note 2) or equity injections (see Statement of Changes in Equity). The CCC has material transactions with other Queensland Government-controlled entities consistent with normal day-to-day business operations provided under standard terms and conditions, including the payment of worker's compensation and insurance premiums:

- Queensland Treasury Corporation – term deposit investments (Note 7)
- Queensland Police Service – employee secondments (Note 2 and Note 3)
- WorkCover Queensland – obligations for employee compensation insurance (Note 3)
- Department of Energy and Public works – motor vehicles lease, property rentals and building maintenance (Note 5)
- Department of Communities, Housing and Digital Economy – archival storage services (Note 5 and Note 2)
- Corporate Administration Agency - financial and payroll systems and processing services under the 'Shared Services Provider' model (Note 5)
- Queensland Government Insurance Fund – general liability insurance including public and products liability (Note 6)
- Queensland Audit Office – financial statement audit services (Note 6)

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 5: Supplies and Services

| | 2022 | 2021 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| Property rentals ¹ | 3,356 | 4,168 |
| Telecommunications and access costs | 2,497 | 2,207 |
| Information technology (IT) hardware and software maintenance | 1,780 | 1,767 |
| Consultants and contractors | 1,675 | 2,587 |
| Legal costs | 1,043 | 417 |
| Operational expenses | 576 | 481 |
| Motor vehicle running costs | 517 | 462 |
| Other | 501 | 478 |
| Security | 452 | 435 |
| Furniture and equipment (non-asset) | 415 | 517 |
| Building and equipment maintenance | 414 | 442 |
| Corporate service providers | 339 | 350 |
| Travel | 329 | 275 |
| Software purchases | 235 | 368 |
| Electricity | 214 | 236 |
| Total | 14,343 | 15,190 |

¹ Property rentals include lease expenses for Green Square accommodation, which is exempted from AASB 16 *Lease* as it is a non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework. The Department of Energy and Public Works has substantive substitution rights over the assets used.

Note 6: Other Expenses

| | 2022 | 2021 |
|---|---------------|---------------|
| | \$'000 | \$'000 |
| External audit fees ¹ | 65 | 65 |
| Insurance Premiums ² | 33 | 30 |
| Services received below fair value (see Note 2) | 1,245 | 1,109 |
| Losses – On disposal of property, plant and equipment | 3 | 39 |
| Losses – General | - | 30 |
| Sundry expenses | 39 | 36 |
| Total | 1,385 | 1,309 |

¹ Estimate of fees payable to Queensland Audit Office relating to the 2021-22 financial statements is \$64,500 (2021 fee: \$64,500).

² The CCC's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. Insurance claims are subject to a \$10,000 deductible per claim.

Note 7: Cash and Cash Equivalents

Accounting Policy:

Cash and Cash Equivalents – Cash and cash equivalents include all cash and cheques receipted but not banked at 30 June. Term deposits are held with major banking institutions and/or Queensland Treasury Corporation and represent liquid investments with short periods to maturity that are readily convertible to cash on hand at the CCC’s option and that are subject to a low risk of changes in value.

| | 2022 | 2021 |
|------------------|---------------|---------------|
| | \$’000 | \$’000 |
| Imprest accounts | 8 | 8 |
| Cash at bank | 1,452 | 221 |
| Term deposits | 17,435 | 15,335 |
| Total | 18,895 | 15,564 |

Note 8: Intangible Assets

Accounting Policy:

Recognition – Intangible assets of the CCC comprise purchased software and internally developed software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

Measurement – There is no active market for any of the CCC’s intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and impairment losses (if any). Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below.

Amortisation Expense – All intangible assets of the CCC have finite useful lives and are amortised on a straight-line basis over their estimated useful life. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible’s useful life. The residual value of all the CCC’s intangible assets is zero. Each class of intangible asset has the following useful lives:

Intangible Assets:

| | |
|---|----------|
| Software purchased – existing records management system | 14 years |
| Software internally generated | 5 years |

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 8: Intangible Assets (cont'd)

| | 2022 | 2021 |
|--|-------------------|---------------------|
| | \$'000 | \$'000 |
| Software purchased | | |
| At cost | 693 | 693 |
| Less: Accumulated amortisation | (677) | (642) |
| | <u>16</u> | <u>51</u> |
| Software internally generated ¹ | | |
| At cost | 1,370 | 1,370 |
| Less: Accumulated amortisation | (496) | (219) |
| | <u>874</u> | <u>1,151</u> |
| Work in Progress ² | | |
| At cost | - | 2,275 |
| Total | <u>890</u> | <u>3,477</u> |

¹ The CCC's software internally generated comprises of various computer applications under the Digital Workplace Program (DWP) as well as the data warehousing infrastructure.

² The Integrated Case Management System (ICMS) project was impaired in financial year 2021-22. Refer to note 9 Impairment Losses

Intangibles Reconciliation

| | Software Purchased | | Software Internally Generated | | Software Work in Progress | | Total | |
|-----------------------------------|--------------------|----------------|-------------------------------|----------------|---------------------------|----------------|----------------|----------------|
| | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 |
| Carrying amount at 1 July | 51 | 73 | 1,151 | - | 2,275 | 2,853 | 3,477 | 2,926 |
| Acquisitions | - | - | - | 412 | - | 545 | - | 957 |
| Disposals | - | - | - | - | - | (126) | - | (126) |
| Impairment | - | - | - | - | (2,275) | - | (2,275) | - |
| Transfers between classes | - | 17 | - | 958 | - | (997) | - | (22) |
| Amortisation ¹ | (35) | (39) | (277) | (219) | - | - | (312) | (258) |
| Carrying amount at 30 June | 16 | 51 | 874 | 1,151 | - | 2,275 | 890 | 3,477 |

¹ Amortisation of intangibles is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive income.

Note 9: Impairment Losses

Accounting Policy:

Property, plant and equipment – Impairment of non-current physical assets is the decline in the service potential of an asset over and above the use reflected through depreciation.

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the CCC determines the assets recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss. An impairment loss is recognised immediately in the Statement of Comprehensive Income.

As part of the stocktake process, impairment was assessed over all CCC assets. The result of this review was that no physical asset was impaired.

Intangible assets – All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the CCC determines the asset’s recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss.

Impairment event (Intangible asset):

In September 2018, the CCC commenced the build of an Integrated Case Management System (ICMS). During 2020 work had been completed with a number of Project Change Requests issued by the vendor. However, in late 2020 several security vulnerabilities were then detected within components of the ICMS.

During further assessment of the ICMS product in August 2021, it was identified that the software required significant reconfiguration to address the security vulnerabilities. This resulted in the project being abandoned in September 2021.

Consequently, an impairment loss of \$2.275 million was recognised in the statement of comprehensive income equal to the development costs incurred previously and recorded as work-in-progress. There was no recoverable amount for any intangible assets at 30 June 2022 as no assets were completed in the 2021-22 financial year.

Impairment Losses

| | 2022 | 2021 |
|--------------|---------------|---------------|
| | \$'000 | \$'000 |
| Intangibles | 2,275 | - |
| Total | 2,275 | - |

Note 10: Property, Plant and Equipment

Accounting Policy:

Recognition – All property, plant and equipment are initially recognised and subsequently measured at cost. Cost comprises purchase price plus additional expenditure incurred to maintain the asset in the condition necessary to be used as intended.

Items of Property, Plant and Equipment (PPE) are recognised in the Statement of Financial Position where their initial acquisition costs equal or exceed \$5,000. Items with a lesser value are expensed in the year of acquisition.

Measurement – The CCC uses the historical cost model to measure assets after they are recognised, which means that assets are carried at their acquisition cost less accumulated depreciation and any accumulated impairment losses. The carrying amounts for plant and equipment measured at cost approximate their fair value at reporting date.

Depreciation Expense – Property, Plant and Equipment is depreciated on a straight-line basis to allocate the net cost of each asset, less any estimated residual value, progressively over its estimated useful life to the CCC. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the CCC.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity, that is, when the asset is available for use and is operating in the manner intended by management. These assets are then reclassified to the relevant asset class.

Each class of depreciable and intangible assets is depreciated or amortised based on the following useful lives.

Plant and Equipment:

| | |
|---------------------------------|------------|
| Motor Vehicles | 2–5 years |
| Computer Equipment | 3–8 years |
| General and Technical Equipment | 3–16 years |
| Leasehold Improvements | 6–18 years |

The useful lives of plant and equipment assets were reviewed during the reporting period and adjusted where necessary.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 10: Property, Plant and Equipment (cont'd)

| | 2022 | 2021 |
|----------------------------------|---------------------|---------------------|
| | \$'000 | \$'000 |
| Motor vehicles: | | |
| At cost | 1,986 | 1,827 |
| Less: Accumulated depreciation | (445) | (501) |
| | <u>1,541</u> | <u>1,326</u> |
| Computer equipment: | | |
| At cost | 3,168 | 3,741 |
| Less: Accumulated depreciation | (2,407) | (2,476) |
| | <u>761</u> | <u>1,265</u> |
| General and technical equipment: | | |
| At cost | 2,427 | 2,252 |
| Less: Accumulated depreciation | (1,609) | (1,465) |
| | <u>818</u> | <u>787</u> |
| Leasehold improvements: | | |
| At cost | 15,175 | 15,179 |
| Less: Accumulated depreciation | (12,814) | (12,206) |
| | <u>2,361</u> | <u>2,973</u> |
| Work in Progress | | |
| At cost | 482 | 71 |
| Total | <u><u>5,963</u></u> | <u><u>6,422</u></u> |

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021-22

Note 10: Property, Plant and Equipment (cont'd)

Property, Plant and Equipment Reconciliation

| | Motor vehicles | | Computer equipment | | General and technical equipment | | Leasehold improvements | | Work in progress | | Total | |
|-----------------------------------|----------------|----------------|--------------------|----------------|---------------------------------|----------------|------------------------|----------------|------------------|----------------|----------------|----------------|
| | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 |
| Carrying amount at 1 July | 1,326 | 1,289 | 1,265 | 1,622 | 787 | 1,000 | 2,973 | 3,546 | 71 | - | 6,422 | 7,457 |
| Disposals ¹ | (420) | (391) | - | - | (1) | - | - | - | - | - | (421) | (391) |
| Transfers between classes | - | - | - | - | 71 | 22 | - | - | (71) | - | - | 22 |
| Restoration cost adjustment | - | - | - | - | - | - | (4) | 13 | - | - | (4) | 13 |
| Depreciation ² | (345) | (343) | (560) | (616) | (272) | (281) | (608) | (602) | - | - | (1,785) | (1,842) |
| Carrying amount at 30 June | 1,541 | 1,326 | 761 | 1,265 | 818 | 787 | 2,361 | 2,973 | 482 | 71 | 5,963 | 6,422 |

¹ Any gain or loss on disposal is recognised at the date of disposal and is the difference between the consideration received and the carrying/book value of the asset at the time.

² Depreciation is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive Income.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 11: Right-of-use Assets and Lease Liabilities

Accounting Policy:

A new accounting standard AASB 16 *Leases* came into effect in 2019-20, resulting in significant changes to the CCC's accounting for leases for which it is lessee.

The CCC has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets, where it is expected to cost less than \$10,000 when new.

When measuring the lease liability, the CCC uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the CCC's leases. To determine the incremental borrowing rate, the CCC uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Right-of-use assets

| | 2022 \$'000 | 2021 \$'000 |
|--------------------------------|----------------|----------------|
| Opening balance 1 July | 618 | 927 |
| Less: Accumulated depreciation | (309) | (309) |
| Total | 309 | 618 |

Lease Liability

| | 2022 \$'000 | 2021 \$'000 |
|--------------------------------------|----------------|----------------|
| Current | | |
| Finance lease liability ¹ | 330 | 316 |
| Total | 330 | 316 |
| Non-Current | | |
| Finance lease liability ¹ | - | 330 |
| Total | - | 330 |

¹ The CCC entered into a three-year office accommodation lease on 1 April 2017 to 30 Jun 2020. On 9 December 2019, a lease agreement for the same property was signed through to 30 June 2023. As at 1 July 2019, the CCC recognised \$1.236m lease liability and Right-of-Use (RoU) asset under AASB 16.

Maturity analysis

The following table shows the undiscounted value for CCC lease liabilities

| | Payable in | | | | | | | |
|------------------------|------------|------------|-----------|------------|-----------|----------|------------|------------|
| | < 1 year | | 1–5 years | | > 5 years | | Total | |
| | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 | 2022 | 2021 |
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| Lease liability | 332 | 323 | - | 332 | - | - | 332 | 655 |

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 12: Payables

Accounting Policy:

Payables – The CCC recognises creditors upon receipt of the goods or services and are measured at the agreed purchase price or contract price including any trade and other discounts when goods and services ordered are received. Amounts owing are unsecured and are generally settled on 30-day terms. While these are generally settled on 30-day terms, due to COVID-19 the CCC is currently paying its suppliers on zero-day payments terms (see Note 1(i)).

| | 2022 | 2021 |
|--|---------------|---------------|
| | \$'000 | \$'000 |
| Contractual Payables | | |
| Creditors | 1,246 | 1,990 |
| Queensland Police Service ¹ | 1,407 | (2) |
| | 2,653 | 1,988 |
| Statutory Payables | | |
| Payroll Tax | 115 | 163 |
| Superannuation | - | - |
| Fringe Benefits Tax | 30 | 38 |
| | 145 | 201 |
| Total | 2,798 | 2,189 |

¹ Reimbursement of staff salaries and related on-costs for police seconded to the CCC. The CCC received a credit note in June 2021 for police overtime adjustment.

Note 13: Accrued Employee Benefits*

| | 2022 | 2021 |
|-----------------------------------|---------------|---------------|
| | \$'000 | \$'000 |
| Wages outstanding | 77 | 408 |
| Annual leave levy payable | 723 | 724 |
| Long service leave levy payable | 180 | 161 |
| Employee entitlement ¹ | 320 | - |
| Total | 1,300 | 1,293 |

* Refer Note 3 for employee expenses accounting policy

¹ Employee entitlements are payments due to a group of current and former casual employees that are employed under the Queensland Public Service Officers and Other Employees Award – State 2015 and State Government Entities Certified Agreement 2019 that have been identified to have not received their full entitlements at the reporting date. These employees had been paid under their agreement, but an inadvertent award interpretation issue meant they did not receive their full entitlements under the award. The CCC will pay any entitlements owed in full, with interest.

Note 14: Provisions

Accounting Policy:

Recognition and Measurement – Provisions are recorded when the CCC has a present obligation, either legal or constructive, as a result of a past event, and the amount of the provision can be reliably measured. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period.

The provision for restoration costs relate to clauses in lease agreements for office accommodation which require the CCC to restore a leased premises at the completion of the lease. As the settlement of the obligation is expected after 12 or more months, the provision has been discounted to reflect the present value of these obligations using a rate that reflects current market assessments and risks specific to the liability. The finance costs relate to unwinding of the discount on the provision.

| | 2022 \$'000 | 2021 \$'000 |
|-------------------|------------------------------|------------------------------|
| Restoration costs | 219 | 222 |
| Total | 219 | 222 |

| | 2022 \$'000 | 2021 \$'000 |
|---|------------------------------|------------------------------|
| Movements in provisions | | |
| Restoration Costs | | |
| Balance at 1 July | 222 | 208 |
| Provision adjustment | (4) | 13 |
| Provision utilised through payments / derecognition | - | - |
| Finance Costs | 1 | 1 |
| Balance at 30 June | 219 | 222 |

CRIME AND CORRUPTION COMMISSION

Notes to and forming part of the Financial Statements 2021–22

Note 15: Reconciliation of Operating Result to Net Cash Provided by Operating Activities

| | 2022 \$'000 | 2021 \$'000 |
|--|----------------|----------------|
| Operating result from continuing operations | (551) | 2,001 |
| Depreciation and amortisation expense | 2,406 | 2,410 |
| Losses on disposal of property, plant and equipment | 3 | 39 |
| Gains on disposal of property, plant and equipment | (123) | (25) |
| Impairment losses | 2,275 | - |
| Finance costs | 8 | 12 |
| Change in asset and liabilities: | | |
| (Increase)/decrease in other receivables | (5) | 55 |
| (Increase)/decrease in GST input tax receivable | 46 | 96 |
| (Increase)/decrease in long service leave reimbursement receivable | (46) | 17 |
| (Increase)/decrease in annual leave reimbursement receivable | (102) | (253) |
| (Increase)/decrease in interest receivable | (5) | 1 |
| (Increase)/decrease in prepayments | 326 | 301 |
| Increase/(decrease) in accounts payable | 609 | 1,082 |
| Increase/(decrease) in accrued employee benefits | 7 | 41 |
| Increase/(decrease) in GST payable | (4) | 4 |
| Increase/(decrease) in unearned revenue | 12 | (3) |
| Increase/(decrease) in provisions | (3) | 14 |
| Net Cash Provided by operating activities | 4,853 | 5,792 |

Note 16: Commitments for Expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the statement of financial position. Commitments at reporting date are disclosed at their nominal value inclusive of anticipated GST and are payable as follows:

| | Property Rentals ¹ | | Vehicle Leases | | Capital Expenditure | | Other Expenditure | | Total Commitments | |
|---|-------------------------------|----------------|----------------|----------------|---------------------|----------------|-------------------|----------------|-------------------|----------------|
| | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 |
| Not later than one year | 3,560 | 3,453 | 93 | 63 | 63 | 896 | 2,414 | 2,159 | 6,130 | 6,571 |
| Later than one year and not later than five years | 11,445 | 14,886 | 101 | 53 | - | - | 463 | 1,024 | 12,009 | 15,963 |
| Later than five years | - | - | - | - | - | - | - | - | - | - |
| Total | 15,005 | 18,339 | 194 | 116 | 63 | 896 | 2,877 | 3,183 | 18,139 | 22,534 |

¹ Property rentals for office accommodation are non-cancellable and have a renewal option that is exercisable at market prices. Lease payments are generally fixed, and no lease arrangements create restrictions on other financing transactions.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 17: Contingencies

Accounting Policy:

Recognition – Contingent assets and liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

Litigation in progress

As at 30 June 2022, 24 cases (2021: 29 cases) were ongoing before various courts, naming the CCC as either an applicant or respondent:

| | 2022 | 2021 |
|---|------------------|------------------|
| | Number of | Number of |
| | Cases | Cases |
| Court of Appeal/High Court | 1 | 3 |
| Supreme Court | 2 | 7 |
| District Court | 1 | 0 |
| Magistrates Court | 1 | 1 |
| Queensland Civil and Administrative Tribunal (QCAT) | 19 | 18 |
| Total | 24 | 29 |

It is not possible to make a reliable estimate of the final costs, if any, that could be recovered or payable from these cases at this time

Note 18: Financial Instruments

Accounting Policy:

Recognition –

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the CCC becomes party to the contractual provisions of the financial instrument.

Classification and Measurement – Financial instruments are classified and measured as follows:

Financial Assets:

- Cash and cash equivalents – held at fair value through profit and loss
- Contractual Receivables – held at amortised cost

Financial Liabilities:

- Contractual Payables – held at amortised cost
- Lease Liabilities – held at amortised cost

Note 18: Financial Instruments (cont'd)

(a) Categorisation of Financial Instruments

The CCC has the following categories of financial assets and financial liabilities:

| | Note | 2022 \$'000 | 2021 \$'000 |
|------------------------------|------|----------------|----------------|
| Financial assets | | | |
| Cash and cash equivalents | 7 | 18,895 | 15,564 |
| Contractual receivables | | 768 | 610 |
| Total | | 19,663 | 16,174 |
| Financial liabilities | | | |
| Contractual payables | 12 | 2,653 | 1,988 |
| Lease liabilities | 11 | 330 | 646 |
| Total | | 2,983 | 2,634 |

(b) Financial Risk Management

The CCC's activities expose it to a variety of financial risks — interest rate risk, credit risk, liquidity risk and market risk. The CCC provides written principles for overall risk management as well as policies covering specific areas. These policies focus on the financial performance of the CCC. All financial risk is managed by the Corporate Services Division under policies approved by the Commission.

Credit Risk Exposure

Credit risk exposure refers to the situation where the CCC may incur financial loss as a result of another party to a financial instrument failing to discharge its obligation. The CCC monitors exposure to credit risk on an ongoing basis.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment. The CCC manages credit risk by ensuring that it invests in secure assets and monitors all funds owed on a regular basis. The following table represents the CCC's maximum exposure to credit risk based on contractual amounts net of any allowances:

| Category: | Maximum Exposure to Credit Risk | Note | 2022 \$'000 | 2021 \$'000 |
|-------------------------|--|------|----------------|----------------|
| Financial Assets | | | | |
| Contractual receivables | | | 768 | 610 |
| Total | | | 768 | 610 |

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired.

The CCC did not have any financial assets that were past due but not impaired in the current or previous period.

Note 18: Financial Instruments (cont'd)

(b) Financial Risk Management (cont'd)

Liquidity Risk

Liquidity risk refers to the situation where the CCC may encounter difficulty in meeting obligations associated with these financial liabilities that are settled by delivering cash or another financial asset.

The CCC manages liquidity risk by ensuring the CCC has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that sufficient levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities. The following table sets out the liquidity risk of financial liabilities held by the CCC.

| | Note | Payable in | | | | | | Total | |
|------------------------------|------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|--------------|
| | | < 1 year | | 1–5 years | | > 5 years | | | |
| | | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | 2022 \$'000 | 2021 \$'000 | | |
| Financial liabilities | | | | | | | | | |
| Contractual Payables | 12 | 2,653 | 1,988 | - | - | - | - | 2,653 | 1,988 |
| Lease liabilities | 11 | 330 | 316 | - | 330 | - | - | 330 | 646 |
| Total | | 2,983 | 2,304 | - | 330 | - | - | 2,983 | 2,634 |

Market Risk

Market risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

The CCC does not trade in foreign currency. It manages price risk and interest rate risk through its liquidity management strategy and by ensuring that expenditure is within funding levels.

Exposure to interest rate risk is limited to cash assets bearing variable interest rates. The CCC minimises risk by investing in secure short-term investments, mainly fixed term deposits, in accordance with Part 6 of the *Statutory Bodies Financial Arrangements Act 1982*.

(c) Fair Value

The fair value of receivables and payables is the transaction cost or the face value. The CCC considers that the carrying amount of receivables and payables represent fair value at the balance date because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

Note 19: Trust Transactions and Balances

Operational Activities

The CCC undertakes certain trustee transactions on behalf of individuals as a result of operational activities. As the CCC acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed separately under this note.

At 30 June 2022, the CCC held \$420,560 (2021: \$423,290) in a trust bank account as a result of operational activities.

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2021–22

Note 20: Explanation of Major Variances

Note 20A: Explanation of Major Variances – Statement of Comprehensive Income

| | |
|--|--|
| <i>Grants and other contributions:</i> | The increase of \$1.264 million is due to the impact of the whole of government wages policy adjustments which took effect from 1 September 2021. |
| <i>Employee expenses:</i> | The increase of \$1.016 million is due to the impact of the whole of government wages policy adjustments for both Civilian and Police staff less savings from vacant positions. |
| <i>Depreciation and amortisation:</i> | The decrease of \$0.907 million is due to the ICMS Impairment Loss (see Note 9) as the original budget assumed asset commissioning in 2021 and other timing differences in the purchase and/or commissioning of property, plant and equipment. |
| <i>Impairment losses</i> | The increase of \$2.275 million is due to the ICMS Impairment Loss (see Note 9) as the original budget did not anticipate the asset write-off |
| <i>Operating results from continuing operations:</i> | The CCC has approval to operate up to a \$2 million deficit in 2021-22 utilising the \$2.001 million surplus from 2020-21. The deficit of \$0.551 million is a result of \$2.275 million write off for the ICMS project offset by lower expenses when compared to the revised budgets. |

Note 20B: Explanation of Major Variances – Statement of Financial Position

| | |
|---------------------------------------|---|
| <i>Cash and cash equivalents:</i> | The increase of \$6.840 million in cash is mainly due to a lower capital and operating spend in the year plus the surplus of \$2.001 million from the prior year. |
| <i>Intangible assets:</i> | The decrease of \$1.904 million is due to termination of the ICMS project and associated amortisation expenses that were not required. |
| <i>Property, plant and equipment:</i> | The decrease of \$1.935 million is due to annual depreciation expenses and replacement of property, plant and equipment deferred to future years. |
| <i>Payables:</i> | The increase of \$1.617 million is due to timing of invoices being received for reimbursement of staff salaries and related on-costs for police seconded to the CCC. |
| <i>Accumulated surplus</i> | The increase of \$1.448 million is due to the 2020-21 surplus of \$2.001 million and deficit in 2021-22 of \$0.551 million not being known at the time of budgeting for 2021-22 including the \$2.275 million write off for the ICMS project. |

Note 20: Explanation of Major Variances (cont'd)

Note 20C: Explanation of Major Variances – Statement of Cash Flows

Grants and other contributions: The increase of \$1.128 million is due to the impact of the whole of government wages policy adjustments which took effect from 1 September 2021.

Property rental: The decrease of \$0.673 million is due to favourable terms negotiated for the extension of the office lease agreement.

Payment for intangibles: The decrease of \$0.525 million is due to termination of the ICMS project and associated payments that were no longer required.

CRIME AND CORRUPTION COMMISSION
Management Certificate for the year ended 30 June 2022

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements in relation to the establishment and keeping of accounts and for establishing and maintaining the statutory body's resource management systems have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Crime and Corruption Commission for the financial year ended 30 June 2022 and of the financial position of the Commission at the end of that year; and

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Bruce Barbour
Chairperson
Crime and Corruption Commission

Date: 22 August 2022



Jen O'Farrell
Chief Executive Officer
Crime and Corruption Commission

Date: 22 August 2022



Paul Bracegirdle
Chief Finance Officer
Crime and Corruption Commission

Date: 22 August 2022

INDEPENDENT AUDITOR'S REPORT

To the Chairperson of the Crime and Corruption Commission

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Crime and Corruption Commission.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2022, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summary of significant accounting policies and other explanatory information, and the management certificate.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the entity for the financial report

The Commission is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Commission determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Commission is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commission regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Report on other legal and regulatory requirements

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



David Adams
as delegate of the Auditor-General

23 August 2022

Queensland Audit Office
Brisbane

Appendices

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Appendix B – Compliance checklist 118

Appendix A | Glossary of terms

| | | | |
|--------|--|--------|---|
| APSACC | Australian Public Sector Anti-Corruption Conference | JAMC | Joint Assessment and Moderation Committee |
| ARMC | Audit and Risk Management Committee | MOU | Memorandum of Understanding |
| ARRs | <i>Annual report requirements for Queensland Government agencies</i> | MPM | Matter Prioritisation Model |
| CCC | Crime and Corruption Commission | NAIDOC | National Aborigines and Islanders Day Observance Committee |
| CMC | Crime and Misconduct Commission | NSW | New South Wales |
| CEO | Chief Executive Officer | ODPP | Office of the Director of Public Prosecutions |
| Cth | Commonwealth | PAICE | People, Accountability, Integrity, Courage, Excellence (the CCC values) |
| dGRC | digital Governance, Risk and Compliance system | PCCC | Parliamentary Crime and Corruption Committee |
| DWP | Digital Workplace Program | PDA | Performance and Development Agreement |
| ELT | Executive Leadership Team | QAO | Queensland Audit Office |
| FAA | <i>Financial Accountability Act 2009</i> | QLD | Queensland |
| FPMS | <i>Financial and Performance Management Standard 2019</i> | QPS | Queensland Police Service |
| FTE | Full-time equivalent | QSA | Queensland State Archives |
| ICMS | Integrated Case Management System | RAP | Reconciliation Action Plan |
| ICP | Investigation Consultation Process | UPAs | Units of public administration |
| ICT | Information and communication technologies | VCG | Values and Culture Group |

Appendix B | Compliance checklist

| Summary of requirement | | Basis for requirement | Annual report reference |
|--|--|--|---|
| Letter of compliance | A letter of compliance from the accountable officer or statutory body to the relevant Minister/s | ARRs – section 7 | 5 |
| Accessibility | Table of contents | ARRs – section 9.1 | 3, 117 |
| | Glossary | | |
| | Public availability | ARRs – section 9.2 | 2, 4 |
| | Interpreter service statement | <i>Queensland Government Language Services Policy</i> ARRs – section 9.3 | 4 |
| | Copyright notice | <i>Copyright Act 1968</i> ARRs – section 9.4 | 2 |
| | Information Licensing | <i>QGEA – Information Licensing</i> ARRs – section 9.5 | 2 |
| General information | Introductory Information | ARRs – section 10 | 7, 9, 12-21, 26, 70 |
| Non-financial performance | Government’s objectives for the community and whole-of-government plans/specific initiatives | ARRs – section 11.1 | 18-20, 31 |
| | Agency objectives and performance indicators | ARRs – section 11.2 | 8, 18-21, 23, 27-61 |
| | Agency service areas and service standards | ARRs – section 11.3 | 22 |
| Financial performance | Summary of financial performance | ARRs – section 12.1 | 24-25 |
| Governance – management and structure | Organisational structure | ARRs – section 13.1 | 10, 63-65 |
| | Executive management | ARRs – section 13.2 | 63-65, 68-69 |
| | Government bodies (statutory bodies and other entities) | ARRs – section 13.3 | 4, 76 |
| | Public Sector Ethics | <i>Public Sector Ethics Act 1994</i> ARRs – section 13.4 | 59 |
| | Human Rights | <i>Human Rights Act 2019</i> ARRs – section 13.5 | 57-58 |
| | Queensland public service values | ARRs – section 13.6 | N/A |
| Governance – risk management and accountability | Risk management | ARRs – section 14.1 | 69-70 |
| | Audit committee | ARRs – section 14.2 | 69 |
| | Internal audit | ARRs – section 14.3 | 71 |
| | External scrutiny | ARRs – section 14.4 | 14-17, 71-74 |
| | Information systems and recordkeeping | ARRs – section 14.5 | 75 |
| | Information Security attestation | ARRs – section 14.6 | 75 |
| | | | |
| Governance – human resources | Strategic workforce planning and performance | ARRs – section 15.1 | 54-59, 66-67 |
| | Early retirement, redundancy and retrenchment | <i>Directive No.04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2 | 67 |
| Open Data | Statement advising publication of information | ARRs – section 16 | 4, 76 |
| | Consultancies | ARRs – section 31.1 | https://data.qld.gov.au |
| | Overseas travel | ARRs – section 31.2 | https://data.qld.gov.au |
| | Queensland Language Services Policy | ARRs – section 31.3 | https://data.qld.gov.au |
| Financial statements | Certification of financial statements | FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1 | 112 |
| | Independent Auditor’s Report | FAA – section 62 FPMS – section 46 ARRs – section 17.2 | 113-115 |

FAA *Financial Accountability Act 2009*
 FPMS *Financial and Performance Management Standard 2019*
 ARRAs *Annual report requirements for Queensland Government agencies*

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Crime and Corruption Commission

QUEENSLAND

Contact details

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More information

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