

Mission

To promote integrity in the Queensland public sector and an effective, fair and accessible criminal justice system.

This annual report

- analyses our performance from July 2000 to June 2001 against the goals of our Strategic Plan, focusing on our three sub-outputs: **Investigations; Research, Prevention and Reform; and Witness Protection**
- highlights our major initiatives in 2000–01
- discusses any events and circumstances that have affected operations during the year
- sets out our response to corporate and managerial goals and challenges
- presents our financial statements for the year.

October 2001

The Honourable Peter Beattie, MP
Premier and Minister for Trade
Parliament House
George Street
Brisbane Qld 4000

Dear Mr Beattie

We are pleased to present to Parliament the twelfth annual report of the Criminal Justice Commission, which covers the 2000–01 financial year. The report is in accordance with the provisions of section 147A of the *Criminal Justice Act 1989* and section 46J of the *Financial Administration and Audit Act 1977*.

Yours sincerely



Brendan Butler, SC
Chairperson



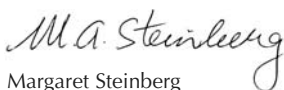
Dina Browne, AO
Commissioner



Sally Goold, OAM
Commissioner



Ray Rinaudo
Commissioner



Margaret Steinberg
Commissioner

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HOW TO CONTACT THE CJC

To make a complaint to the CJC, or give us information, phone: (07) 3360 6060. If you live in Queensland but outside Brisbane, the call is free on: 1800 061 611. These lines are open 24 hours a day, seven days a week. Or:

- write to: PO Box 137, Brisbane Albert Street Qld 4002
- fax: (07) 3360 6333
- email: mailbox@cj.cqc.qld.gov.au
- use our online Complaints/Information Form (www.cjc.qld.gov.au)
- visit us during normal business hours on Level 3, Terrica Place, 140 Creek Street (Cnr Adelaide & Creek Sts), Brisbane.

Our Corruption Prevention Officers can be reached during business hours on (07) 3360 6300 (Local Government), (07) 3360 6262 (Police), or (07) 3360 6396 (Public Sector), and our Aboriginal and Torres Strait Islander Liaison Officers on (07) 3360 6221 and 3360 6361. For 24-hour access to our publications and other information: www.cjc.qld.gov.au.

To contact our oversight body, the PCJC, call (07) 3406 7207.

The year at a glance

Overall statistics

Complaints received: 3148 containing 5498 allegations

Investigations completed: 347

Reviews of investigations conducted by other agencies: 459

Hearings conducted: 1 public; 6 closed

Police Service reviews: 190

Corruption prevention presentations and workshops: 36

People on witness protection at end of year: 47 in 22 operations

People protected throughout the year: 137 in 74 operations

Threat assessments conducted: 83

Media inquiries received: almost 1000

FOI applications received: 66

Major publications produced: 13

Reports tabled in Parliament: 4

- In July 2000, moved from premises in Toowong to the CBD.
- Published a revised Code of Conduct for staff of the CJC.
- Commenced a trial of a different way of handling minor complaints against police (Project Resolve).
- Published a review of corruption risks in Queensland prison industries.
- Distributed two further editions of corruption prevention newspaper *Prevention Pays!*.
- In August 2000, commenced an investigation into allegations of electoral fraud and in October commenced public hearings: the Shepherdson Inquiry. Hearings concluded in January 2001 and report was released in April 2001.
- Published results of May 2000 survey into police officers' perceptions of the promotion and transfer process.
- In November 2000, published a report into police misuse of information from police computer systems.
- In December 2000, published a report into minimising the risk of sexual misconduct in Education Queensland.
- Commenced a joint operation with the QPS (Project Trafalgar) to combat the use of illegal steroids by police.
- Commenced a review of police communications training.
- In February 2001, distributed two educational/informational kits on the CJC.
- Adopted a successful strategy to prevent the misuse of the CJC complaints process during the State election campaign.
- Published a guidebook for public sector managers on managing the impact of a CJC investigation.
- Published a 'report card' on the state of integrity in the QPS.
- Released Volume 5 of the Criminal Justice System Monitor.
- Commenced redesign of the CJC's website, intranet and Govnet site.
- Conducted a trial offer of free telephone access to the CJC for prisoners.
- Major reports — one into the funding of the ODPP and LAQ and the other into the impact of information technology on policing — moved into final production in June 2001.

A message from the Chairperson

Looking back over the year, the CJC's biggest commitment in terms of resources, time and importance was clearly the Shepherdson Inquiry. This event was important because it exposed deficiencies in the Queensland electoral system — a cornerstone of our democracy — and set higher standards for those involved in politics. While everyone is aware of the CJC's role in detecting serious misconduct by police officers and public servants, it is sometimes overlooked that the CJC's jurisdiction also extends to the conduct of our elected representatives. The Shepherdson Inquiry was undertaken with sensitivity and impartiality in a highly charged political environment. It emphasised the advantage of having available an independent organisation able to investigate sensitive allegations in a non-partisan and professional way.

As dominating as the Shepherdson Inquiry was, the CJC achieved a number of other significant outcomes during the year. It published major reports in the areas of sexual misconduct towards school students, police misuse of confidential information and integrity standards in the Queensland Police Service. In each of these reports, practical recommendations were made for helping agencies build resistance to misconduct.

We recognise the immense improvement in integrity in the Queensland Police Service and the Queensland public sector generally that has occurred over the past decade. In light of this, the CJC has realigned itself to work in partnership with agencies to further enhance their capacity to build ethical, corruption-free workplaces. An oversight body cannot alone ensure that public sector employees act with integrity. That goal can only be achieved in partnership with public sector managers. The prevention of misconduct and the creation of ethical cultures in agencies must be a shared responsibility. The relationship of oversight body and agency must be built on mutual trust. The CJC continues to build that trust by supporting the legitimate role of public sector managers in shaping the ethical tone of the organisations they lead and by being seen to exercise its responsibilities in an impartial and professional way.

We recognise that nurturing an 'integrity culture' and implementing effective corruption prevention strategies present real challenges for public sector leaders.

Therefore, throughout the year we continued to develop initiatives through which we supported public sector organisations and managers in their efforts to build ethical, corruption-free workplaces.

For example, in February 2001 we published a guidebook to help public sector managers deal with the impact and fallout of a serious investigation in their workplace. The guidebook has been well received.

In partnership, the CJC and QPS this year conducted a trial of an important new complaints-handling initiative soon to be extended statewide. This initiative will allow the QPS to resolve complaints of less serious police misconduct more effectively and quickly, and will empower police supervisors to take a greater part in that process. The ultimate goal is to build the capacity of police managers to accept responsibility for promoting ethical conduct in the ranks. True resistance to corruption is dependent upon police supervisors shaping an ethical tone committed to professional and principled conduct. I believe the time is now right to place trust in police managers to provide that leadership. The role of the CJC will be to promote and support the success of this initiative.

In all its work the CJC emphasises preventative outcomes. That work will bear fruit in the future. Regrettably, that does not remove the need for an effective investigative role. Some individuals continue to lapse into corrupt conduct. Experience here and elsewhere tells us that if we fail to be vigilant there is a real risk of serious corruption re-emerging. Fortunately, the CJC has the powers, expertise and resources to provide the necessary investigative response to allegations of corruption and serious misconduct as they arise.

The CJC has continued to work to improve its own efficiency. We acknowledge that the time taken to assess and investigate a complaint is of

critical importance to those involved. Therefore, we have worked to improve the timeliness of our responses. We are striving to become more outcome-oriented by taking a strategic proactive approach to dealing with corruption and misconduct. The emphasis is on selecting important problems and fixing them. We do this through choosing priorities in our work and developing focused operations and projects. Over time the positive cumulative impact of this proactive approach will far outweigh the benefits of a solely reactive case-by-case response.

Let me recognise the contribution our hard-working staff have made this year. They know that the work they do is important. Without their dedication and commitment the CJC could not have achieved the successes outlined in this report.

At the time I write, legislation has been introduced to merge the CJC and the Queensland Crime Commission in a new Commission. This will give a renewed emphasis to the investigation of organised crime and paedophilia in Queensland. Importantly, it will also give legislative backing to working cooperatively with agencies to build their capacity to prevent and deal with misconduct. In this regard, the new Commission will be empowered to further advance the CJC's current emphasis on building partnerships to resist corruption.



Brendan Butler, SC
Chairperson

ABBREVIATIONS

ANZSOC . . .	Australian and New Zealand Society of Criminology
AO	Order of Australia
ATSIC	Aboriginal and Torres Strait Islander Commission
CBD	Central Business District
CCC	Commission Consultative Committee
CEO	Chief Executive Officer
COMPASS	Complaints Management, Processing and Statistical System
COP	Committee for Operations and Projects
CORC	Covert Operations and Review Committee
DCS	Department of Corrective Services
DOGIT	Deeds of Government in Trust
DPP	Director of Public Prosecutions
EAC	Executive Assessment Committee
EEO	Equal Employment Opportunity
ESC	Ethical Standards Command (QPS)
FOI	Freedom of Information
ICAC	Independent Commission Against Corruption
LAQ	Legal Aid Queensland
LGAQ	Local Government Association of Queensland
NAIDOC	National Aboriginal and Islander Day of Celebration
NHMRC	National Health and Medical Research Council
OAM	Medal of the Order of Australia
ODPP	Office of the Director of Public Prosecutions
OMD	Official Misconduct Division
OPSC	Office of Public Service Commission
PCJC	Parliamentary Criminal Justice Committee
PEAC	Police Education Advisory Council
PID	Public interest disclosure
POPP	Problem-oriented and partnership policing
PSO	Peer Support Officer
REAM	Review, Evaluation and Monitoring
QPS	Queensland Police Service
WHO	World Health Organisation

FINANCIAL SUMMARY

Revenue

The major source of our revenue each year is the operating grant received from the State Government. In 2000–01, this was \$24.956 million (98.1% of our revenue), which is less than 2 per cent of the Queensland Law, Order and Public Safety Policy budget.

Expenses

Most of our expenses for the year related to employees, supplies and services, and depreciation. Total expenses were \$24.039 million, compared to \$25.307 million in 1999–2000. The reduction was mainly due to lower salary and administration costs.

Assets

Our total current and non-current assets decreased by \$0.265 million to \$7.138 million. Current assets decreased by \$0.694 million, mainly due to cash resources being used to make a significant reduction in current liabilities related to the purchase of leasehold improvements. Non-current assets increased by \$0.429 million.

Liabilities

Our total liabilities as at 30 June 2001 were \$4.451 million. These included \$3.323 million for the lease incentive for the Terrica Place premises, \$0.787 million for employee leave entitlements not taken, and \$0.341 million for accrued expenditure and salary creditors.

Net equity

The year ended in June 2001 with an improvement in net equity from \$1.297 million last year to \$2.687 million this year.

Table 1: Financial summary 1999–2000 and 2000–2001

Year ended 30 June	2001 \$000s	2000 \$000s	Variation \$000s	Variation %
For the year				
Queensland Government Grant	24 956	24 548	408	1.66
Operating revenue	473	411	62	15.09
Operating expenses	24 039	25 307	–1 268	–5.01
Operating surplus	1 389	–348	1 737	
At year end				
Total assets	7 138	7 403	–265	–3.58
Total liabilities	4 451	6 105	–1 654	27.09
Net assets	2 687	1 297	1 390	107.17

ABOUT THE CJC

The Criminal Justice Commission was established by the *Criminal Justice Act 1989* to restore confidence in our public institutions following the revelations of the 1987–89 Fitzgerald Inquiry into police corruption.

The CJC belongs to all Queenslanders. It serves the people by exposing unethical conduct and promoting ethical conduct in the workplace. Specifically, its role is to:

- investigate and report on official misconduct and misconduct in the Queensland Police Service (QPS)
- investigate and report on official misconduct in the Queensland public sector in general
- monitor, review and report on the administration of criminal justice in Queensland
- manage the witness protection program.

The CJC initiates investigations, plays a key role in police and criminal justice reform, and promotes public sector ethics. In addition, it is required by the Act to undertake criminal justice functions that cannot effectively or appropriately be carried out by the police or other agencies of the State.

Twenty-six of the 36 staff who received awards in March 2001 for long-term service to the CJC, pictured with Chairperson and Commissioners. See also pages 9 and 18.

Staff of the CJC work in partnership with the QPS, particularly its Ethical Standards Command (ESC), and state government departments and agencies through various liaison programs and cooperative ventures. We also have cooperative arrangements with the Queensland Crime Commission, which



investigates organised crime, and with the wider community through various groups, such as the Aboriginal and Torres Strait Islander Consultative Committee, to increase the public's awareness of the effects of corrupt behaviour on our society.

The CJC's jurisdiction covers Queensland only, but our work brings us into contact with law enforcement agencies in other States, such as the Australian Federal Police, the National Crime Authority, the New South Wales Crime Commission, the New South Wales Independent Commission Against Corruption, the New South Wales Police Service, the New South Wales Police Integrity Commission, the Victoria Police Service Ethical Standards Department and the Western Australian Anti-Corruption Commission.

When does the CJC become involved in a matter?

The CJC can become involved in a matter only when it relates to misconduct or official misconduct in the QPS or official misconduct in:

- state government departments and statutory bodies
- state-run schools, universities and TAFE institutes
- local government councils
- prisons, state and private
- the Queensland Parliament and Executive Council.

Misconduct, as defined in the *Police Service Administration Act 1990*, is conduct that:

- (a) is disgraceful, improper or unbecoming an officer, or
- (b) shows unfitness to be or continue as an officer, or
- (c) does not meet the standard of conduct the community reasonably expects of a police officer.

Official misconduct is corrupt or other serious misconduct by a public sector officer relating to the performance of the officer's duties. (See Criminal Justice Act for formal definition.) The conduct must:

- be dishonest or lack impartiality, or
- involve a breach of trust, or
- be a misuse of officially obtained information.

To amount to official misconduct the conduct must also be serious enough to be a criminal offence or to justify dismissal. Official misconduct includes conduct by anyone who seeks to corrupt a public officer.

Who may complain to the CJC?

Anyone may make a complaint to the CJC or give us information. If it relates to one of the areas mentioned in our Act, we are obliged to respond. Under the Act, all public sector CEOs are required by law to refer to us all cases of suspected official misconduct that come to their attention, and all police officers are required to report police misconduct to the CJC.

What happens when a complaint is lodged at the CJC?

Complaints are received by officers in the Complaints Section of the Official Misconduct Division. They may be lodged by telephone, in writing or in person.

All complaints, including anonymous complaints, are accepted, although anonymous complaints are not encouraged for the obvious reason that they are difficult to investigate. When a complaint is received it is registered in a database. Each complaint is then assessed to see whether it is within the CJC's jurisdiction to investigate and is genuine and capable of being investigated.

If a complaint is accepted for investigation, it is handed over to one of the multidisciplinary investigation teams in the CJC, known as MDTs, or it is referred for investigation to another agency (i.e. the Police Service or the relevant government body). When a matter is referred to another agency, we supervise the outcome.

Often our investigations reveal poor practices rather than actual wrongdoing. Hence, we

recommend strategies to prevent or minimise the conduct recurring.

The CJC cannot itself prosecute anyone on criminal charges. It may only recommend the laying of criminal charges to the Director of Public Prosecutions (DPP).

Our people

About 240 people work at the CJC. They include lawyers, police, accountants, social scientists and support staff. As at 30 June 2001, there were 248 established positions. Eighty were police positions. The tables on page 64 show the staff establishment broken down according to area, gender and discipline.

Awards and recognitions

In March 2000, under the Corporate Recognition Scheme, the Chairperson presented seven staff members with awards for specific achievements in one of three categories — leadership, client satisfaction and work achievement.

Recipients were Inspector Mark Slater for his leadership in the coordination of an investigation into allegations of electoral fraud; Michelle Clarke for the development and implementation of a strategy aimed at the management of complaints in the lead-up to the Queensland Local Government elections in March 2000; Don Jeppesen for his management of the relocation of the CJC from Toowong to the CBD; and the COMPASS project team, comprising Darren Belcher, Helen Couper, Natalie Fox and David Harvey, for the development and implementation of the COMPASS database.

Awards were also presented to 36 officers who had completed at least 10 years' service with the CJC (including service with the Fitzgerald Inquiry).

A forum for staff concerns

To help staff have a greater say in everyday matters that concern them, a special committee has been set up — the Commission

Consultative Committee (CCC) — for the express purpose of providing staff with a forum to raise any concerns, express points of view and make recommendations to the management of the Commission. Similarly, the CCC provides a forum for management to share information with staff. Typical matters raised relate to enterprise bargaining, salary packaging arrangements, and human resource management policies.

The CCC is elected to serve for a 12-month period. An election to appoint a new committee for 2001–02 was under way at 30 June 2001.

Peer Support Program

The Peer Support Program exists to provide staff who are showing signs of severe stress (or who request help) with immediate support.

Peer Support Officers (PSOs) are not professional counsellors, nor are they expected to replace the help provided by psychologists or other professional health workers. They are staff who volunteer their time to help their colleagues. They are expected to maintain a high standard of ethical behaviour and respect for their colleagues as outlined in their code of ethics. Their brief is to listen, provide support and respect the confidentiality of information received.

PSOs are trained through an accredited training program by a QPS Human Services Officer. They also receive ongoing training through the QPS's PSO Network. There are currently four civilian and six police PSOs within the CJC.



Chairperson Brendan Butler presents a long-service award to Betty Harvey, who works in records management.

Professional interest groups

There are three professional interest groups set up at the CJC to support the professional needs of specific groups. They are the Continuing Legal Education Committee, Forensic Accountants Group, and Intelligence Analysts Group.

Female representation at the CJC

As at 30 June 2001, there were 107 women (see table C1, page 73) and 138 men at the CJC. There are three female Commissioners out of a total of four and two female executives — Deputy Director (Complaints Services) and Director (Witness Protection) — out of a total of 10. Women also occupy the following responsible positions: General Counsel, Principal Intelligence Officer, Manager (Corporate Governance), Publications Manager, Executive Manager (OMD), Complaints Liaison

and Whistleblower Support Officer, Inspector of Police, Senior Research Officer, Records Manager, Senior Legal Officer and Senior Forensic Accountant.

In recognition of the difficulties many women face with balancing work and home commitments, the CJC is committed to flexible working hours, anti-discrimination, job sharing, study assistance and job training. The current Equal Employment Opportunity (EEO) Management Plan includes an objective to promote policies and work practices that recognise the needs of employees with family responsibilities.



Corruption Prevention Officer Sharon Hayes.

Comings and goings		
<p>The following major appointments were made this year:</p> <ul style="list-style-type: none"> • Assistant Commissioner Kathy Rynders • Finance Manager Stephen Firth • Principal Intelligence Analyst Elizabeth Foulger • Executive Legal Officers Steven Hardy, Steve Guttridge and Peter Lyons. <p>Four trainees were appointed during the year in Corporate Services Division and Intelligence and Information Division.</p> <p>The year also saw the departure of people who had made</p>	<p>valuable contributions to the work of the CJC. They were:</p> <p><i>From the Office of the Commission</i></p> <ul style="list-style-type: none"> • Lynette Sullivan (1996–2001) • Alex Smith (1999–2000) • Allan Ebert (1999–2000) <p><i>From Research and Prevention</i></p> <ul style="list-style-type: none"> • Doretti deGraaff (1999–2000) • Anne Edwards (1996–2000) <p><i>From Intelligence and Information</i></p> <ul style="list-style-type: none"> • Bernadette Arthur (1996–2001) • Lytton Wellings (1987–2001) • Katherine Goodman (1998–2000) 	<ul style="list-style-type: none"> • Elisa Petranich (1993–2000) • Laurie O’Shea (1990–2000) <p><i>From Official Misconduct</i></p> <ul style="list-style-type: none"> • Jacqueline Saxvik (1994–2001) • Leeanne McVeigh (1997–2000) <p><i>From Corporate Services</i></p> <ul style="list-style-type: none"> • Helen Bennett (2000–2001) • Bev Wrona (1998–2000) • Greta Smith (1994–2000) <p><i>From Witness Protection</i></p> <ul style="list-style-type: none"> • Assistant Commissioner Andrew Kidcaff (1998–2000) <p>In addition, 22 police officers attached to the CJC returned to work in other areas of the QPS.</p>

CORPORATE GOVERNANCE

Goal: To promote excellence in the management of the Commission

The CJC's authority comes from the *Criminal Justice Act 1989* (see appendix A for the functions and responsibilities of the CJC as set out in the Act).

Structure of the CJC

This annual report is based on the CJC's Strategic Plan for the years 2000–04, which embodies the findings from a major internal review of the CJC's structure and business processes.

One of the results of the review is a more rigorous approach to budget management to maximise the use of government funding and resources.

The plan focuses on one output — Criminal Justice Commission — and three sub-outputs — Investigations; Research, Prevention, Reform; and Witness Protection — which strive to further the State Government priority of 'Safer and more supportive communities'.

The CJC has four operational divisions:

Official Misconduct (OMD), which receives, assesses and investigates allegations of official misconduct against the QPS and other units of public administration and investigates matters on its own initiative

Research and Prevention, which monitors the QPS and the Queensland criminal justice system and, at the same time, works to promote effective strategies to combat workplace corruption in the public sector

Intelligence and Information, which has responsibility for all the CJC's physical and electronic holdings and data sources, provides a multidisciplinary strategic and tactical analysis capability and manages the CJC's security responsibilities

Witness Protection, which offers protection to people who are in need of it as a result of assisting the CJC or any other law enforcement agency in the discharge of its duty.

They are supported by the:

Office of the Commission, which helps the Commission to meet its strategic and corporate governance responsibilities

Office of General Counsel, which provides an independent legal advice service to the Commission and Executive

Corporate Services Division, which provides financial, administrative and human resource support.

See the next page for the reporting structure of the CJC and page 68 for a comprehensive organisational chart.



During the 2000–01 financial year, we developed a new strategic plan for the years 2001 to 2005. Finalised in June 2001, the plan is available on our website, www.cjc.qld.gov.au, along with all our recent publications. It maintains the same structure as the previous plan and identifies the following key priorities: drugs (police and corrective services); assault and use of excessive force (police); tendering, purchasing, approvals/licensing and regulatory functions (local government and public service); and leadership commitment to integrity (public sector). For more details, see appendix B.

Management of the CJC

The Commission

The CJC is headed by a five-member Commission, which comprises a full-time Chairperson (who is also CEO) and four part-time Commissioners. The Chairperson and Commissioners are appointed by the Governor in Council for fixed terms, usually not more than five years.

The Commission meets formally each fortnight to consider issues affecting all areas of the organisation including financial, staffing and managerial issues, specific operations and corruption prevention activities. When urgent matters arise, special meetings are convened at short notice either in person or by telephone. During 2000–01, the Commission met 44 times, of which 19 were special meetings, and met with the PCJC five times (see table 2).

The Chairperson

The Criminal Justice Act requires that the

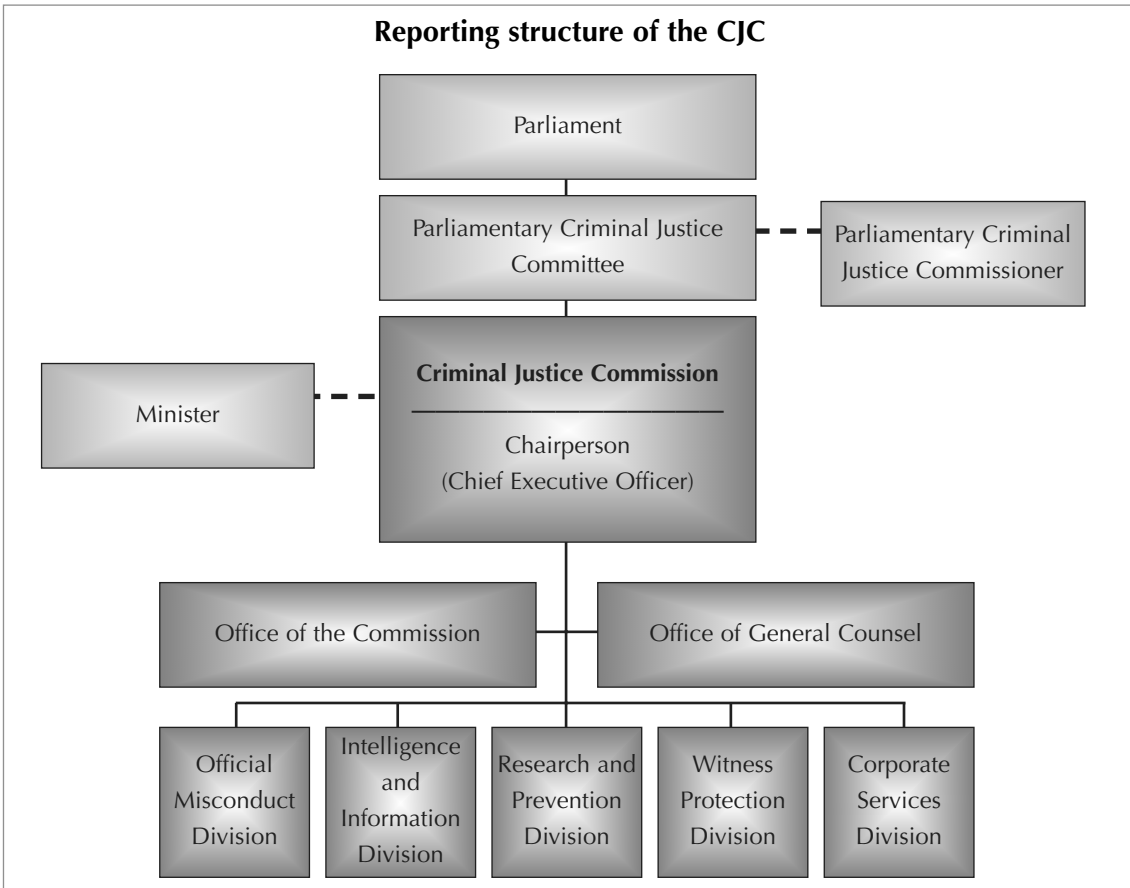
Chairperson be a legal practitioner who has served as, or is qualified for appointment as, a judge of the Supreme Court of any State or Territory, the High Court or the Federal Court.

The Commissioners

As representatives of the community, the part-time Commissioners bring a broad range of professional expertise and personal experience to the Commission. The Criminal Justice Act requires one of the Commissioners to be a legal practitioner with a demonstrated interest in civil liberties. It also requires that three of the Commissioners have a demonstrated interest and ability in community affairs, and that at least one has proven senior managerial experience in a large organisation.

The Commissioners receive an annual remuneration in keeping with the government standard for part-time members of government boards, committees and statutory authorities.

See page 17 for details of the backgrounds of the current Chairperson and Commissioners.



The Executive

CJC policy, set by the Commission, is carried out by the Executive Management Group, led by the Chairperson as CEO. The Group comprises the Chairperson, the five divisional directors, the three deputy directors from the OMD and one deputy director from the Intelligence and Information Division. (Current membership is set out on page 16.)

The members of the Executive are appointed and remunerated in accordance with Queensland public service policies and procedures. Two of the Executive positions — OMD Director and Chief Officer, Complaints — are statutory positions, the former a fixed-term appointment for up to five years.

The Executive Management Group meets each fortnight. The divisional directors meet regularly with the Commission and the PCJC.

Principal management committees

In addition to the Executive Management Group, the CJC has a comprehensive committee structure to comply with corporate governance principles. To ensure these committees maintain a strategic focus, terms of reference, in the form of a charter, have been developed that define the roles and responsibilities of the committees and their members. At the end of each financial year, the performance of each committee is evaluated.

Audit Committee — assists in ensuring that we have effective internal control systems.

Activities for 2000–01:

- met three times
- managed the delivery of the annual audit plan
- reviewed the financial statements
- sponsored an organisation-wide risk assessment of auditable areas.

Finance Committee — oversees the budget process and financial management practices.

Activities for 2000–01:

- met 10 times
- endorsed divisional budgets for 2000–01 and 2001–02
- conducted a mid-year review of the revenue and expense budget for the CJC
- prepared budget estimates and other financial information for the Ministerial Portfolio Statements and the Estimates Committee

Information Steering Committee — ensures effective use of information infrastructure and resources.

Activities for 2000–01:

- met twice
- endorsed the Strategic Information Management Plan
- supervised the development and implementation of the operational Information Management Plan
- ensured compliance with government standards and policies.

Legislation Committee — ensures compliance with relevant legislation and reviews the applicability of the legislation governing the CJC.

Activities for 2000–01:

- met once to implement a review of compliance with legislation.

Table 2: Attendance of Commissioners at meetings (2000–01)

	PCJC no. = 5	Ordinary meetings no. = 25	Special meetings no. = 19
B Butler, SC	5	24	17
D Browne, AO	4	23	16
S Goold, OAM	2	21	18
R Rinaudo	5	21	19
M Steinberg*	4	18	8

* Dr Steinberg was appointed 2 October 2000.

Risk Management and Fraud Prevention Committee — ensures risks are identified, analysed and appropriately managed, and fraud prevented.

Activities for 2000–01:

- met four times
- supervised the provision of compulsory fraud prevention training of all staff
- supervised the completion of the 2001 Strategic Risk Review and the implementation of other risk management and control initiatives
- risk management and fraud prevention were included as specific sessions in the CJC's induction course and formal risk assessment was made a routine part of the planning process for all CJC operations and projects.

Workplace Health and Safety Committee — monitors and implements policies and strategies to safeguard health and safety.

Activities for 2000–01:

- met 11 times
- coordinated the health and safety aspects of the move to new premises
- introduced a vaccination program for Hepatitis A & B inoculations for relevant staff
- provided training and education sessions for

manual handling, ergonomics, first aid and fire extinguisher use

- began a plan for a health and safety management systems audit.

As at June 2001, the committee was preparing a plan for a health and safety management systems audit. The results of the audit will help the committee develop a workplace health and safety plan and decide on its future priorities.

Equal Employment Opportunity Consultative Committee (EEOCC) — ensures administrative policies and practices adhere to the principles of EEO. The past 12 months saw a complete change in the composition and focus of the committee with several new office bearers elected and Commissioner Sally Goold appointed as Chair of the committee.

Activities for 2000–01:

- met five times
- introduced cultural awareness and sexual harassment awareness training sessions
- entrenched EEO principles into the staff induction program (including first-day and corporate induction)
- introduced standardised exit interview procedures



Some of the members of the EEO Committee: (back row from left) Nancy McKinnon, Lyn Booth, Narelle George and Margaret Cronin, (front row) Terrina Duggan and Ed Batkin.

- revised the previous EEO Management Plan and drafted a new plan to:
 - gather relevant data to establish benchmarks for measuring organisational achievement in the area of EEO
 - promote the role of the committee and EEO more effectively throughout the organisation
 - improve the communication links of the EEOCC with key stakeholders including staff, management and the Human Resources Section
- began development of a Work and Family Policy to promote policies and work practices that recognise the needs of employees with family responsibilities.

See also appendix C, which sets out EEO statistics for the year.

Commission Consultative Committee — provides a forum in which employees and senior management can exchange ideas,

concerns and points of view.

Activities for 2000–01:

- met seven times
- discussed issues relating to enterprise bargaining, the CJC's new premises and office fit out, salary packaging arrangements, corporate uniforms and various human resource management policies.

Other management committees

In addition to these corporate committees, there are three committees that deal specifically with operational matters. They are:

- Committee for Operations and Projects (COP)
- Executive Assessment Committee (EAC)
- Covert Operations and Review Committee (CORC).

Table 3 outlines the membership of Commissioners and Directors on these various committees.

Table 3: Membership of Commissioners and Directors on Management Committees (2000–01)

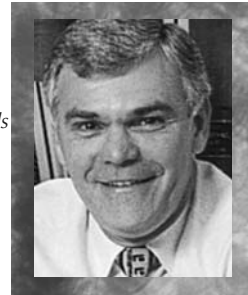
COMMITTEE	CHAIRPERSON	COMMISSIONERS	DIRECTORS
Audit		✓	
Finance	✓	✓	✓
Information	✓	✓	✓
Legislation	✓	✓	✓
Risk Management		✓	✓
WH&S		✓	✓
EEOCC		✓	✓
CCC	✓		✓
COP	✓		✓
EAC	✓		✓
CORC			✓

Membership of the Executive Management Group as at 30 June 2001

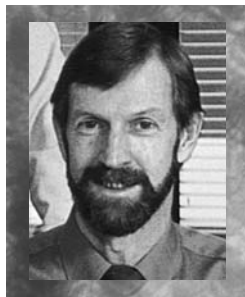
Brendan Butler, SC, Chairperson and CEO. Mr Butler holds the degrees of Bachelor of Arts, Bachelor of Laws and Master of Laws from the University of Queensland. He attained recognition as Senior Counsel in 1994.



Graham Brighton, Executive Director, and head of the Corporate Services Division and the Office of the Commission. Mr Brighton holds a Bachelor of Arts from the University of Queensland.



David Bevan, Director of the OMD and manager of the Investigations sub-output. Mr Bevan has a Bachelor of Arts and a Bachelor of Laws from the University of Queensland.



Paul Roger, Director of the Intelligence and Information Division. Mr Roger holds qualifications in criminal law and police administration from the Royal Hong Kong Police Force and a Bachelor of Arts (Justice Studies) from the Queensland University of Technology.



Dr David Brereton, Director of the Research and Prevention Division and manager of the Research, Prevention, Reform sub-output. Dr Brereton holds a PhD in political science from Stanford University and a Bachelor of Arts (Hons) from the University of Melbourne.



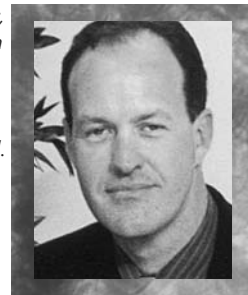
Assistant Commissioner Kathy Rynders, Director of the Witness Protection Division and manager of the Witness Protection sub-output. Assistant Commissioner Rynders has a Bachelor of Arts from the University of Queensland, a Bachelor of Social Science from Charles Sturt University and a Graduate Diploma in Management from the University of Central Queensland.



Greg Rigby, Deputy Director, Information Management. Mr Rigby has a Bachelor of Science from the University of Queensland.



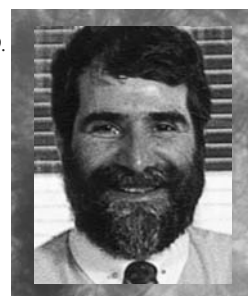
Forbes Smith, Deputy Director, Investigations, OMD. Mr Smith has a Bachelor of Laws from the University of Queensland and is a Barrister of the Supreme Court of Queensland.



Helen Couper, Deputy Director, Complaints Services, OMD. Ms Couper has qualifications as a Solicitor of the Supreme Court of Queensland and the High Court of Australia. She is also a Barrister-at-Law of the Supreme Court of the Australian Capital Territory and Supreme Court of Victoria.



Steve Lambrides, Deputy Director, Major Projects, OMD. Mr Lambrides has a Bachelor of Commerce and a Bachelor of Laws from the University of Queensland.



Membership of the Commission as at 30 June 2001

Mr Brendan Butler, SC

Before being appointed Chairperson of the CJC in November 1998, Brendan Butler practised as a criminal barrister in Queensland for 22 years. In 1994 he was accorded the status of Senior Counsel. Mr Butler's legal career spanned periods both as a Crown Prosecutor and as a barrister in private practice. From 1989 to 1996 he held the position of Deputy Director of Public Prosecutions. From June 1987 to September 1989, he was Counsel Assisting the Fitzgerald Commission of Inquiry, the forerunner of the CJC. In 1990, he was the principal Counsel Assisting the Ward 10B Commission of Inquiry in Townsville. Mr Butler holds the degrees of Bachelor of Arts, Bachelor of Laws and Master of Laws from the University of Queensland. He is a co-author of the 10th and 11th editions of *Carter's Criminal Law of Queensland*.

Mrs Dina Browne, AO

Dina Browne was first appointed a Commissioner in September 1996 and reappointed in December 1999. She has a Bachelor of Arts from the University of Natal and has taught in South Africa and Swaziland as well as Australia. A long career in television included appointments as Director of Children's Television for the Seven Network and Manager of the Festival of Television for Australian Children, for the Commonwealth Government. She has been a member of the Board of Trustees for the Queensland Museum, Chairperson of the Film Queensland Assessment Panel and has served on many community and university committees. She was a recipient of the United Nations Media Peace Award and has three personal Logies.

Mrs Sally Goold, OAM

Sally Goold was appointed a Commissioner in July 1999. She has a Diploma in Nursing Education, a Bachelor of Education (Nursing), a Bachelor of



The Commission: (from left) Dr Margaret Steinberg, Mr Brendan Butler, SC, Mrs Sally Goold, OAM, Mrs Dina Browne, AO, and Mr Ray Rinaudo.

Applied Science (Nursing) and a Master of Nursing Studies. From 1991 to 1996 she was a lecturer at the Queensland University of Technology School of Nursing. She brings to the Commission a lifetime of commitment to community needs in the areas of health education and Aboriginal health.

Mr Ray Rinaudo

Ray Rinaudo was appointed a Commissioner in September 1999. He has a Master of Laws and has practised as a solicitor for over 20 years. He has held many professional and statutory appointments including being a member of the Council of the Queensland Law Society, President of the Queensland Law Society in 1991–92, a Legal Aid Commissioner, and a member of such committees as the National Legal Aid Advisory Committee, the Social Security Appeals Tribunal and the Appeals Costs Board of Queensland. He has extensive involvement with Alternative Dispute Resolution, and holds mediator appointments under both the District and Supreme Courts, as well as for other professional bodies such as the Queensland Law Society, the Queensland Building Services Tribunal, the Retail Shop Leases Tribunal and the Justice Department. He is currently Chairperson of the Professional Standards Tribunal for the Real Estate Institute of Queensland and a part-time member of the Administrative Appeals Tribunal.

Dr Margaret Steinberg

Margaret Steinberg, appointed a Commissioner in October 2000, has a PhD (Child Health and Education) from the University of Queensland. At the time of her appointment she was Deputy President of the Guardianship and Administration Tribunal and Foundation Director of the Healthy Ageing Unit, Department of Social and Preventive Medicine, University of Queensland. Her awards include a Churchill Fellowship (disability), a NHMRC Public Health Travelling Fellowship (telecommunications/ telemedicine) and a WHO-supported study in HIV/AIDS. She has worked as a clinician, researcher and public servant, including as an expert adviser in public policy matters. She has published more than 40 major reports to government and industry. An interest in decision making, ethics, governance and prevention is reflected in her policy and research work and various committee memberships. She is currently a member of the Board of Governors of the Queensland Community Foundation and Vice President of the Queensland Council of Social Services.

Workplace standards

Code of Conduct

A new CJC Code of Conduct was published in July 2000 and all staff attended training. The purpose of these sessions was to encourage staff to think more deeply about the sorts of ethical dilemmas they may well confront in the workplace.



Internet policy

In response to the growing use of the Internet in the workplace, we developed a comprehensive internal policy to guide CJC staff on their rights and obligations in using web and email facilities. The policy, developed through extensive research — which took into consideration the legislation, whole-of-government guidelines and Internet policies in use by public sector agencies — can serve as a model for other agencies. Backed by compulsory training for all CJC users, the policy will encourage the efficient, lawful and ethical

use of the Internet and email facilities as research, business and communication tools.

Employee contracts

Upon appointment, all staff sign a confidentiality agreement and declare their financial interests. A Register of Pecuniary Interests is maintained for Commissioners.

Communication

Within the necessary constraints imposed by operational matters, the CJC has an open communication policy with its staff, clients, stakeholders and the public. It has furthered this policy over the last 12 months through:

- moving to the CBD to be closer to clients
- appointing a Media and Communications Manager to manage all aspects of communications, internal and external
- beginning a total revamp of our website and intranet to make them more user-friendly and informative and producing a greater array of marketing publications and materials
- drafting a Charter of Service for the CJC.



Staff members who received special recognition under the Corporate Recognition Scheme (see also pages 7 and 9): (from left) Michelle Clarke (Client Satisfaction) and Don Jeppesen (Work Achievement); (from right) Natalie Fox and Darren Belcher (Work Achievement) and Mark Slater (Leadership), pictured with the Chairperson.

External accountability

Although independent from government control, the CJC is accountable for its actions through a variety of mechanisms, chief amongst them being the PCJC (Parliamentary Criminal Justice Committee).

PCJC

The PCJC is a seven-member, all-party committee of the Queensland Legislative Assembly established to:

- review our guidelines and make suggestions for improvement of our practices
- review our reports, including our annual report and research reports
- request reports from us on matters that have come to its attention through the media or by other means
- receive and consider complaints against us
- deal with issues concerning us as they arise.

We submit a comprehensive report on our operations and procedures to the PCJC every three years to enable it to review our activities.

The appointment of the Chairperson and Commissioners may occur only with the support of a majority of the Committee.

The PCJC may direct the **Parliamentary Criminal Justice Commissioner** to audit and review our activities and to investigate any complaints about us.

Other accountability mechanisms

In addition to the PCJC, we are also accountable for the exercise of some of our powers to the **Supreme Court**, the **Public Interest Monitor** and the **Controlled Operations Committee**. See also 'Use of CJC and other powers', page 42.

The Honourable Peter Beattie, MP, Premier and Minister for Trade, is the **Minister** currently responsible for the CJC. The Premier's role is limited to participation in the selection of Chairperson and Commissioners, the approval of staff remuneration conditions and the approval of the budget.

The CJC has a legislative responsibility to submit an annual report to the Minister each year.



The PCJC as at 30 June 2001: (back row from left) Mr Andrew McNamara, MP (Hervey Bay); Mr Stuart Copeland, MP (Cunningham); Mr Kerry Shine, MP (Toowoomba); and Dr John Kingston, MP (Maryborough); (front row from left) Mr Howard Hobbs, MP (Warrego); Mr Geoff Wilson, MP (Ferry Grove); and Ms Desley Boyle, MP (Cairns). Mr Wilson is the Chair of the PCJC and Mr Hobbs the Deputy Chair.

Freedom of Information

The CJC is subject to the *Freedom of Information Act 1992*, which means members of the public are entitled to make application for access to our documents under that Act (see table 4).

The FOI Act provides that certain documents may be exempt from access on grounds such as legal professional privilege, parliamentary privilege or matters relating to the personal affairs of others.

If applicants are aggrieved by a decision to refuse or limit access, they may request an external review, which means the matter will go to the Information Commissioner.

Applications under the FOI Act must be in writing. No charge applies to applications that seek access to documents relating to the personal affairs of the applicant. Charges apply to non-personal requests.

Table 4: FOI applications and reviews (2000–01)

	2000–01
Applications:	
Personal applications received	45
Non-personal applications received	21
Reviews:	
Full access granted (personal)	17
Full access granted (non-personal)	4
Partial access granted (personal)	16
Partial access granted (non-personal)	5
Full denial (matter exempt)	1
Access refused*	14
Outstanding as at 30 June	8
Withdrawn/lapsed	1
Internal reviews of decisions	8
External reviews	6

* Refused under relevant section of the FOI Act, including ss. 21, 22, 25, 26, 28, 29 and 35.

MAJOR INITIATIVES OF THE YEAR

Allegations of electoral fraud: Shepherdson Inquiry

The issue

This issue is an example of the CJC investigating possible criminal conduct by parliamentarians and local government councillors.

In August 2000, Karen Ehrmann, a member of the Australian Labor Party (ALP), claimed ALP members were carrying out electoral fraud in internal party ballots in Queensland. Her claims were taken seriously because she had just pleaded guilty to 47 charges relating to the forgery and uttering of electoral enrolment forms, and her conviction followed those of fellow ALP members Andrew Kehoe and Shane Foster for similar conduct. The activities of these three people were regarded as very serious because they involved tampering with the Australian Electoral Roll — a public document on which the community is entitled to rely.

Their activities also gave cause for concern that more than just the conduct of internal party plebiscites or preselections was at stake; the integrity of public elections was at risk.



In 2000–01 we:

- responded to allegations of electoral fraud by launching the Shepherdson Inquiry
- published a report on minimising the risk of sexual misconduct against students by Education Queensland employees
- recommended ways to reduce the risk of malpractices in the issuing of licences by Queensland Transport
- continued to focus on ways to reduce complaints of assault and excessive force by police
- together with the QPS, trialled a new way of handling complaints against police
- published a major report on police misuse of information
- maintained our focus on the issue of corrupt involvement by police with illicit drugs and drug criminals.

What we did

We immediately began investigating the matter, and, in September 2000, on the advice of Mr P D McMurdo, QC, we launched a full independent inquiry under the Chairmanship of Mr T F Shepherdson, QC.

What the Inquiry established

The Inquiry clearly established that the practice of making consensual false enrolments to bolster the chances of specific candidates in preselections was regarded by some ALP members as a legitimate campaign tactic. No evidence, however, was revealed indicating that the tactic had been generally used to influence the outcome of public elections. Where it was found to have been used in public elections, the practice appeared to be opportunistic or related to the family circumstances of particular candidates rather than systemic or widespread.

The Inquiry uncovered evidence of forgery, but there was great difficulty in obtaining evidence to establish who was responsible.

What the Inquiry could and could not do

The purpose of this Inquiry was not to determine guilt. Rather, it was to gather information regarding the allegations made that fell within the terms of reference. It then had to decide whether any of this information contained admissible evidence that should be referred by the CJC to a prosecuting authority for consideration of charges against any persons. The rule of thumb used in making this decision was whether the evidence could result in a conviction. In other words, if there was no possibility of a conviction, then no recommendation was made.

Owing to time limitations for prosecution of offences committed under the relevant legislation, only a few matters could be considered for prosecution.

Charges recommended and the CJC's response

Shepherdson recommended that the evidence implicating Anthony Mooney (one of the candidates in the 1996 Townsville plebiscite) was sufficient for the CJC to refer the matter to the Commonwealth Director of Public Prosecutions to consider whether to bring forgery charges.

Shepherdson also recommended that the evidence implicating David Barbagallo (who at the time of the 1986 South Brisbane plebiscite was Secretary of the East Brisbane branch of the ALP) was sufficient for the CJC to refer the matter to the Queensland Director of Public Prosecutions to consider whether to bring forgery charges.

Accordingly, we delivered briefs of evidence to the respective DPPs. Since then, the Commonwealth DPP has decided not to charge Mooney.

Facts and figures about the Shepherdson Inquiry

- Hearings took place from 3 October 2000 to 19 January 2001. The CJC sat for a total of 31 days; all but one of these days — 20 October — were open to the public.
- For all the hearings, Russell Hanson, QC, was Senior Counsel Assisting the CJC and Stephen Lambrides was Junior Counsel Assisting. Robert Mulholland, QC, with David Boddice appeared for the ALP instructed by Carne & Herd, Solicitors.
- In all, 84 persons were called and gave evidence in the public hearings.
- Police officers attached to the CJC interviewed most of the witnesses before they gave evidence and also interviewed more than 120 further people.
- The hearings produced 3221 pages of transcript, which consisted of 3166 pages of evidence and 55 pages of oral submissions.
- There were 417 exhibits tendered.
- Six investigators were engaged for most of the investigation in the interviewing of witnesses, the preparation and serving of summonses and notices to produce and associated duties.
- Several support officers were engaged in the preparation of transcripts of interviews, summaries of interviews and other voluminous material produced during the investigation.
- Forensic accountants and intelligence analysts spent considerable time assessing and analysing information received by the CJC.
- A large amount of information and documentation was sought and obtained from the ALP through its solicitors.
- The report of the Inquiry (*The Shepherdson Inquiry: An Investigation into Electoral Fraud*, April 2001) highlighted the need for electoral reform in specific areas.

Recommendations for reform of the electoral system

The terms of reference for the Shepherdson Inquiry did not call for the making of formal recommendations for electoral reform because the Criminal Justice Act does not give the CJC jurisdiction to investigate electoral fraud in general. However, the report does make several informal recommendations for remedying perceived weaknesses in the Australian electoral system and in ALP internal procedures exposed by the Inquiry. These included:

- better procedures for identifying people when they initially apply for enrolment and when they apply to change enrolment
- better procedures for establishing proof of residency when a person applies for enrolment in a particular electorate
- ongoing vigilance in relation to the rules governing plebiscites and the application to plebiscites of sanctions under the criminal law
- legislation requiring preselection processes of all political parties to be transparent and fair
- supervision of plebiscites by the Electoral Commission of Queensland to ensure such transparency and fairness occurs
- a change to the law to make consensual false enrolments and other electoral offences indictable and therefore not subject to a time limitation for prosecution or, if there is to be a time limitation, increasing that time
- revision and tightening of the electoral laws operating in Queensland, including increased penalties for transgressing these laws
- codes of conduct for MPs and local government councillors
- a change to the law to introduce the doctrine of electoral agency to make candidates accountable for any illegal conduct of their electoral agents, i.e. campaign managers, and to provide sanctions under the criminal law.

Assessing the result

Two important results came out of the Shepherdson Inquiry:

- 1 The open hearings exposed to public scrutiny evidence of attacks on the integrity of the electoral roll.
- 2 The Inquiry set in motion a range of reform activities that should greatly reduce the likelihood of similar questionable or fraudulent practices happening again.

Electoral reform is now high on the agenda of both State and Federal governments. The Premier has indicated his commitment to electoral reform and has begun to introduce measures designed to improve the system.

In addition, a code of conduct, which will cover the six fundamental principles that underpin the duties and obligations of Queensland parliamentarians, is now before Parliament.

Safeguarding school students

The issue

The vast majority of Education Queensland employees behave properly towards the students in their care. From time to time, however, cases of sexual misconduct are reported. These cases and the publicity they engender can have devastating consequences for the students concerned, the school, the local community and some employees.

This issue came to public attention in April 1998 following disturbing allegations to Education Queensland, the CJC and the media.

Through a telephone 'hotline', Education Queensland invited members of the public to report incidents of sexual misconduct by departmental employees towards students. Sixty-five complaints were made to the 'hotline', covering a variety of allegations of misbehaviour over a number of years. These allegations were then passed on to the CJC.

What we did

We assessed all the allegations we received and, where appropriate, investigated them for criminal offences or disciplinary action. We also examined the matter from a broader, preventative perspective.

In December 2000, we tabled in Parliament our report, *Safeguarding Students: Minimising the Risk of Sexual Misconduct by Education Queensland Staff*. This report made 35 recommendations to help the department develop policies and procedures to minimise the risk of such behaviour recurring. For example, it recommended that:

- employees be given clearer guidance about what constitutes inappropriate sexual behaviour with students, and the consequences of such behaviour
- the investigative capacity of Education Queensland be enhanced by, for example, forming a specialist investigative team of selected employees
- potential employees be thoroughly screened so as to reduce the risk of unsuitable people being employed by the department.

In November 2000, Queensland's Minister for Education announced the establishment of a Taskforce to confront the problem of 'inappropriate relationships between teachers and other school employees and students'. The Taskforce is examining ways of improving staff training in the areas of ethical behaviour and appropriate conduct and, in particular, will 'review the Education Department's Code of Conduct, Child Protection Policy and investigation procedures'. The Taskforce is consulting with a reference group from the Queensland Teachers' Union, Queensland Public Sector Union, principals, teachers, parents and district office personnel and will work closely with the CJC.

Assessing progress

In 2000–01 we received 19 complaints alleging sexual misconduct by Education Queensland employees compared with 20 in the preceding year and 42 in 1998–99. While this trend is

promising, it is too early to tell whether the action that we have taken has been effective in dealing with the problem.

We will know progress has been made if:

- the department implements changes broadly along the lines of those recommended in our report
- we see evidence of increased effectiveness of system controls, such as more people being refused registration, or having it revoked, by the Board of Teacher Registration
- over the longer term, there are fewer substantiated allegations of sexual misconduct by departmental employees.

What we are planning to do

We will continue to monitor the action being taken by Education Queensland to deal with the issues identified in our report and will provide assistance to the department where we can, particularly in the area of internal investigative processes. We also plan to provide Parliament with a follow-up report.

Exposing licensing malpractices at Queensland Transport

The issue

Advances in technology have accelerated and highlighted the problem of identity fraud — people assuming false identities in order to engage in activities such as money laundering, drug trafficking, theft and social security fraud, or to avoid legal obligations.

The types of documents that assist in the assumption of false identity are birth certificates, passports, drivers' licences and health cards issued by government agencies, and credit and debit cards issued by financial institutions.

Queensland Transport is responsible for issuing a primary document of identity — the driver's licence — and other important documents such as learners' permits and vehicle registrations.



In February 1999, we received information that members of an outlaw motorcycle gang were obtaining false licenses from a corrupt Queensland Transport officer for a fee of \$2000. We noted that the corrupt activity was very similar to that disclosed during a previous major CJC investigation, Operation Aramac, in 1994.

What we did

Following the receipt of this information, we commenced Operation Aubrey, which used physical and electronic surveillance and other covert strategies to expose the corrupt official responsible.

Our investigation resulted in the identification of 57 false learners' permits and 20 false motor vehicle registrations. Further inquiries indicated that bank accounts had been opened by four holders of the false learners' permits with the following results:

- one holder opened an account to collect social security payments in a false name
- one holder established a credit card facility that eventually ended up as a bad debt and was written off by the financial institution
- one holder established an account that received approximately \$64 000 in unsourced deposits over a five-month period
- one holder established savings and loan accounts — the savings account went into overdraft in July 1999 and remains in overdraft.

On 30 April 2001 the Queensland Transport officer was sentenced to three years' jail with the sentence suspended after six months. A pecuniary penalty order in the sum of \$30 000 was also made. Briefs of evidence were sent to the DPP in relation to 11 other people.

Before the investigation was finished, we also commenced a joint review with Queensland Transport of the department's licensing and motor vehicle registration procedures. In April 2001, we formally advised the department on the outcomes of that review.

The review found that:

- although there was no evidence of a culture

of misconduct or unethical behaviour within the department, the opportunity for staff to engage in fraudulent and corrupt activity could have been reduced by either better controls or more effective management

- the heavy reliance of Queensland Transport on temporary and casual staff may have made it more difficult for the department to develop and maintain a strong corporate culture in areas such as ethical standards and willingness to report misconduct.

We made recommendations pertaining to selection, training and supervision of staff, and departmental procedures and processes regarding the issuing of drivers' licences and other documentation.

Assessing progress

Queensland Transport has told us that it has taken (or will take) action on the majority of the issues identified in our report. If these initiatives are effective, we would not expect to see a recurrence of this form of corruption.

Police use of force

The issue

As discussed in last year's annual report, police are in a unique position in our society in that they have been empowered by law to use force, including lethal force in exceptional circumstances, to carry out their duties. It is very important to ensure that these powers are used only when warranted. Misuse of force by police causes unjustified harm to individuals, undermines public confidence in the police and, in some circumstances, provokes wider social conflict.

What we have done

In last year's annual report we documented various actions that we had taken to deal with this problem. We maintained this focus through 2000–01, with a particular emphasis on such areas as police-dog bites, officers with lengthy complaints histories and communication training.

Police-dog bites

We continued to work with the QPS to introduce strategies for reducing the number of complaints to us about people being bitten by a police dog during arrest and detention procedures. In addition to investigating several of these complaints, we reviewed the Dog Squad's policies and procedures and had discussions with the QPS.



Through this collaborative effort various changes were agreed to — for example:

- amendments to the use-of-force guidelines for police dogs
- creation of a database for monitoring police-dog bites
- greater guidance to handlers on how to check for possible injury after any incident involving a police dog and a person.

In the first six months of 2001 there was a 64 per cent decrease in complaints of bites from police dogs compared with the same six-month period in the previous year.

Identifying officers with lengthy complaints histories

Our new COMPASS database has substantially enhanced our ability to identify officers who have had a large number of excessive-force complaints made against them. We have used this information to inform investigative decisions and to follow-up with the QPS to find out if managerial action is warranted.

Review of tactical communications training

During the year we conducted a joint review with the QPS of police tactical communications skills training, under the auspices of the Police Education Advisory Council (PEAC).

The review found that, while operational police regard communication as one of the most important policing skills, existing training in the

area is basic and fragmented. The key recommendation of the review was that the QPS introduce a comprehensive training program in tactical communication and conflict management, which is integrated across all aspects of recruit and in-service training. The report of the review is to be submitted to the QPS Senior Executive Conference for consideration.

Assessing progress

In 2000–01 we received 612 complaints alleging that excessive force had been used by police (compared with 644 in 1999–2000). This represented a drop in the number of complaints per 1000 officers.

There are several indications that the QPS is giving greater priority to reducing the large number of excessive-force complaints. For example, as part of the Project Resolve trial (see next page) operational police in two police regions have received training in 'verbal judo'. This program seeks to enhance the communications skills of officers so that they can better manage potential physical conflict. The Project Resolve initiative also has the potential to provide a framework for the more effective management of excessive-force complaints.

What we are planning to do

Further reducing the number of excessive-force complaints made against police is one of our key priorities for 2001–02. In addition to refining our investigative and monitoring strategies in this area we will:

- finalise research into possible predictors of officers likely to attract excessive complaints histories
- participate in a proposed QPS trial of the use of personal tape recorders by police
- ensure that our presentations to police recruits and First Year Constables include practical advice on how to avoid becoming the subject of an excessive-force complaint.

Handling of complaints against police

The issue

About two-thirds of all complaints received by the CJC are against police. Serious complaints will always be investigated by the CJC, but for some time we have recognised that there may be a better way to deal with less serious matters than to conduct lengthy and costly investigations.

What we are doing

In last year's annual report we announced the start of a trial program known as Project Resolve, which is designed to help the QPS handle certain complaints against police officers. The trial commenced on 3 July 2000 and has been running continuously ever since.

The objectives of Project Resolve are to:

- make QPS supervisors responsible for taking appropriate action in relation to complaints against their officers of a less serious nature
- encourage supervisors dealing with such matters to resolve the matter to the satisfaction of the complainant and, at the same time, to seek to improve the behaviour of the subject officer
- trial a shortened investigative process in the QPS for matters that need to be formally investigated but are unlikely to result in criminal charges or official misconduct charges being preferred against the subject officer
- more clearly define the respective roles of the CJC and the QPS in relation to complaints of misconduct.

As part of the trial, a joint assessment committee of the Complaints Section and ESC officers considered all complaints against officers in the two trial regions, whether the complaints were made to the CJC or the QPS in the first instance. Also, for the purpose of the trial, an Inspector of Police was designated as the Regional Complaints Manager in each of the two regions. These officers were responsible for coordinating the conduct of the trial in the regions and

providing advice to supervisors on the new complaints process and appropriate managerial options for dealing with particular matters.

Assessing progress

From February to April 2001, the trial was evaluated by the ESC and the CJC, who found that the system functioned 'fairly well' but that some areas needed refinement before implementation statewide. All supervisors and subject officers preferred the new system and, generally speaking, complainants appeared quite satisfied with it also (although it did not prove as popular as the informal resolution process). The time taken to finalise a matter fell by about two weeks.

The evaluation report recommended that the trial continue to operate in the two regions and be progressively extended to all other police regions.

What we are planning to do

During 2001–02 we will work with the QPS to implement and market the new system statewide. We will also introduce a range of monitoring, auditing and review processes to make sure that the system operates effectively over the longer term.

Misuse of information from police computers

The issue

A good deal of confidential information about individuals (such as records of charges and details about offences, and personal information such as addresses and telephone numbers) is stored on police computer systems. The public is entitled to expect that this information will be closely guarded by police and used only for official police purposes. Unauthorised access to, or release of, personal details can cause embarrassment, economic damage and sometimes physical harm to individuals, as well as jeopardising police investigations.



On average, the CJC receives about 100 complaints a year relating to alleged misuse of information by police. However, the number of complaints received is not a good measure of the extent of the problem, as the person who may be disadvantaged by the improper release of information will often be unaware of it, or may be unable to make a complaint. The 1997 Police and Drugs Inquiry revealed that some police were apparently using QPS databases for questionable, even corrupt, reasons. The inquiry also found some substantial shortcomings in the controls that the QPS had in place to guard against improper use of the information in these databases.

In August 1998, we received information that officers stationed at a regional police station may have been unlawfully disclosing confidential police information to a cleaner who was employed at the station.

What we did

In investigating the August 1998 complaint (Operation Piper), we received other allegations of police misuse of information. So we called a public hearing at which evidence confirmed many of the allegations.

The hearing was conducted in two stages. The first was investigative to uncover what was going on, and the second a public forum to which stakeholders, interested organisations and relevant experts were invited to make practical recommendations designed to tackle the problems disclosed during the investigation.

We also conducted research into information-security procedures and practices in the QPS and other police organisations, the nature of the market for police information, the regulation of commercial agents and private investigators, and the law relating to privacy and the protection of confidential information.

In November 2000, we published *Protecting Confidential Information: A Report on Improper Access to, and Release of, Confidential Information from the Police Computer Systems by Members of the Queensland Police Service*.

The report contains 36 recommendations to the QPS and the State Government. It calls for all government bodies to promote information-security awareness as an integral part of good information security.

Assessing progress

In May 2001, the QPS advised us that it had modified its ICL mainframe facility and Polaris system to introduce a 'reason for access' screen on a trial basis. This fulfils a key recommendation of our report. Working groups have also been formed to deal with other recommendations, although we are not aware of any concrete outcomes as yet from this process.

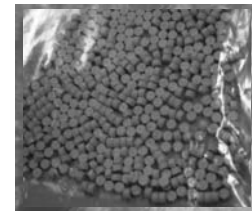
What we are planning to do

We will continue to work with the QPS and other agencies to ensure that the key recommendations of our report are implemented. We will also commence work on a public report on the progress that has been made. Where serious allegations of misconduct come to our attention, we will ensure that they are thoroughly investigated.

Police and drugs

The issue

Minimising the risk of police officers becoming corruptly involved with illicit drugs and drug criminals



remains a high priority for the CJC. While all the evidence available to us suggests that there is a very low incidence of such behaviour across the QPS as a whole, the risks are significant in some areas and for some officers. We are particularly concerned that some young officers have jeopardised their careers by associating socially with people who use and deal in illicit substances.

What we have done

In addition to devoting substantial investigative resources to this area, we urged the QPS to implement organisational controls to minimise the risk of police becoming involved in drug-

related corruption. For example, through our involvement in the QPS Drug and Alcohol Policy Working Party we advocated the implementation of a Service-wide testing regime that would include police officers involved in critical incidents. We also followed up with the QPS about procedures for the weighing of seized drugs.

Another initiative commenced during the year was Project Trafalgar — a joint project with the QPS addressing the issue of use of illegal steroids by police. This project should be finalised before the end of 2001. (See also related case studies on pages 32 and 42.)

Assessing progress

This investigation led to 16 Queensland police officers being found guilty of improperly disclosing confidential information.

Our report *Integrity in the Queensland Police Service: QPS Reform Update*, which we released in March 2001, concluded that 'it would seem that police involvement in illicit

drugs has mostly been restricted to officers of relatively junior rank acting individually and in small groups'. However, we remain concerned that some key recommendations of the Carter Inquiry into Police and Drugs are yet to be implemented.

What we are planning to do

The area of police and drugs is one of our key priorities for 2000–01. Strategies we have already implemented, or are proposing to implement, include:

- identifying targets for proactive investigation by analysing intelligence and complaints data and cultivating informants
- undertaking targeted integrity tests
- working with the QPS to increase police awareness of the dangers of drug use and of socialising with persons who use or deal in illicit drugs
- continuing to monitor the implementation of the recommendations of the Carter Inquiry into Police and Drugs.

INVESTIGATIONS

Goal: To reduce the incidence of official misconduct in the public sector and misconduct and official misconduct in the Queensland Police Service

CJC investigations are of two types: reactive and proactive.

Reactive investigations occur in response to complaints of wrongdoing in the Queensland public sector. Complaints may come from any person or organisation. Proactive investigations are commenced after analysis of intelligence and complaints data. Many investigations are both reactive and proactive in that they are prompted by a complaint but proceed by way of proactive strategies.

Investigations are conducted by multidisciplinary teams comprising police and civilian investigators, forensic accountants, intelligence analysts, lawyers, research and prevention staff and support staff.

The Investigations sub-output is managed by the Director, Official Misconduct Division, with the support of the Intelligence and Information Division and the Surveillance and Technical Section. There is a close interrelationship also with the Research and Prevention Division as investigations frequently reveal areas that require systematic research or expose deficiencies in public sector practices that can be remedied with corruption prevention advice. Conversely, research and corruption prevention activity may reveal areas requiring investigation.

Some of the members of the Complaints Team: (back row from left) Peter Barron, Peter Jones, Mark Docwra and Steve Guttridge; (front row from left) Maureen Pannell, Gina Look and Kim Davies.



OUTCOMES FROM LAST YEAR'S PROJECTED ACTIVITIES

PROJECTED ACTIVITY	OUTCOME
<ul style="list-style-type: none"> Encourage public sector agencies to take greater responsibility for disciplinary matters by providing complaints-handling and investigative standards for all agencies and local governments. 	<p>We developed investigative standards for government agencies, which will be distributed early in 2001–02. See page 40.</p>
<ul style="list-style-type: none"> Conduct evaluations of public sector agencies who are conducting their own investigations, using the information gathered to determine the level of seriousness and complexity of matters that may be referred to agencies for investigation. 	<p>We finalised evaluation criteria, and four evaluations are planned for the year.</p>
<ul style="list-style-type: none"> Refer more matters back to the QPS for investigation while at the same time increasing our oversight role. 	<p>The QPS took greater responsibility for handling police misconduct, allowing us to use our monitoring powers more effectively.</p>
<ul style="list-style-type: none"> Review, monitor and audit complaints investigated by the QPS and other public sector agencies. 	<p>We completed 459 reviews of investigations conducted by the police and other public sector agencies. See page 40.</p>
<ul style="list-style-type: none"> Develop a Charter of Service for the Complaints Section, which will address the issues, concerns and expectations of all the stakeholders, including complainants and subject officers, and outline the obligations of the Section. 	<p>A draft charter of service will be released for comment shortly. See page 34.</p>
<ul style="list-style-type: none"> Travel to regional centres outside the south-east corner to receive complaints and provide information about the jurisdiction of the CJC and the role and functions of the Complaints Section. 	<p>Resource limitations during the year curtailed travel to regional centres. However, we continued to conduct a reasonable number of investigations in regional areas.</p>
<ul style="list-style-type: none"> Promote more cost-effective methods of dealing with less serious complaints against police in a way that will benefit the managerial processes of the Service and enhance complainant satisfaction. 	<p>See page 27 ('Handling of complaints against police').</p>

Some results of investigations

We completed 347 investigations, a 3 per cent increase in the number completed last year. The increase is primarily due to a concerted effort to improve the timeliness of resolution of complaints and to complete a number of long-standing investigations. A sample of successful outcomes is given below.

Funds siphoned to social club

In July and September 2000, three officers from a government department were committed for trial to the District Court on charges of misappropriation of departmental funds. The funds were intended to be used for the hiring of sports equipment, boats and camping equipment, the supply of camp meals and equipment, and accommodation and meals. Instead they were deposited into the staff social club account and withdrawn at various times to fund Christmas dinners, staff lunches, gifts for departing staff and staff loans. Two defendants appeared in the District Court on 9 February 2001 and pleaded guilty. One was fined \$1000 and the other was ordered to perform 200 hours' community service. The Crown decided not to proceed in relation to the third defendant.

Fraudulent prison industry

Following a lengthy CJC investigation into alleged fraudulent conduct by correctional officers in connection with the operation of a prison industry, we referred the report of the investigation to the DPP, who recommended that criminal charges be preferred against two former officers and a civilian. Committal proceedings were adjourned until the New Year.

Sexual relations with inmates

An investigation, which included closed hearings, into allegations that a Department of Corrective Services psychologist had maintained inappropriate relationships with inmates resulted in the officer facing four

charges of perjury. The officer has since resigned from the department. (See also 'Vulnerability of the DCS', page 36.)

Police officer supplying amphetamines

After receiving three complaints alleging that a particular police officer was involved in the supply and possession of amphetamines, we found drug-related implements at the officer's home. The officer appeared in the Magistrates Court on 12 September 2000 and pleaded guilty to the simple drug offence. He was fined \$150 and no conviction was recorded. He tendered his resignation the same day. During our investigation another police officer was interviewed about her knowledge of the matter. This officer pleaded guilty to charges that she failed to report the alleged misconduct of the other officer and of lying when first interviewed by CJC investigators. She was counselled by way of guidance.

False claims for travel allowances

Our investigations into allegations of false claims for travelling allowances resulted in a former crown prosecutor being charged with fraud and misappropriation. The officer resigned his position and on 6 July 2001 pleaded guilty to, and was convicted of, four counts of fraud. He was sentenced to perform 180 hours' community service and ordered to make restitution of the unlawfully obtained travelling allowance.

Senior constable leaked information

We investigated an allegation that a senior constable had obtained drugs from a man and leaked confidential information to him and his criminal associates. The officer and two other witnesses were summoned before the Commission. We have since recommended disciplinary action against the officer for improperly accessing information from the police computer on more than 600 occasions, unlawfully accessing and disclosing confidential information on 16 occasions, and associating with known drug offenders.

Court employee leaked information

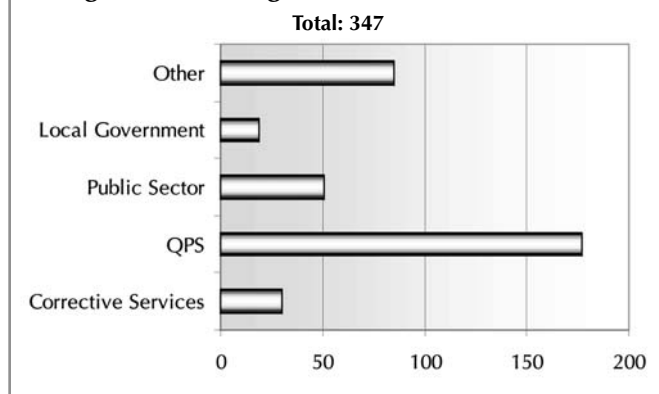
We investigated a complaint alleging that an employee at a Magistrates Court leaked information concerning a search warrant operation by police. Intelligence inquiries identified the court employee, then identified her link with the subject of the warrant. When confronted with the information the employee acknowledged her guilt. She resigned and was later jailed for attempting to pervert the course of justice.

Misappropriation of police funds

As the result of a police investigation, a controller in a covert police operation made some admissions relating to the misappropriation of police funds. He said he had used the funds for gambling purposes. We referred a brief of evidence to the DPP, who advised that the officer should be charged with stealing \$17 105.65 with circumstances of aggravation and of stealing as a public servant and stealing more than \$5000.

False insurance claim by police officer

We received information suggesting that a police officer had made a false insurance claim in relation to the alleged arson of his motor vehicle. The information suggested that the police officer, in difficult financial circumstances, had made the false claim in a bid to escape from his financial commitments under a hire purchase contract. After scientific examination of the vehicle and other investigations, we submitted a brief of evidence to the DPP. The officer was convicted and sentenced to 18 months' jail, suspended but to remain operational for four years. He resigned from the QPS.

Figure 1: Investigations finalised (2000–01)**Fraud by Queensland Rail officer**

Following a CJC investigation, a Queensland Rail officer, who had been a track section supervisor, was charged with dishonestly obtaining property from Queensland Rail to the value of \$77 428 between November 1998 and July 1999, and with falsifying job cost records during June and July 1999.

Our investigations revealed that the officer had created purchase orders for maintenance services said to have been performed for Queensland Rail by a business operated by the officer and his wife. After being requested to provide documentation to back up the work that he said had been done, the officer had then falsified job cost records.

Fraud charges were laid and the officer resigned from Queensland Rail, voluntarily surrendering \$24 500 in entitlements to Queensland Rail in partial reimbursement of the misappropriated monies.

He was sentenced to four years' jail on the charge of dishonestly obtaining property, and to two years for falsifying job cost records, with the sentences to be served concurrently.

The funds in his bank account, his car and a bobcat were forfeited to the Crown.

Improving how we handle complaints

In 2000–01 we gave particular attention to improving our service, including the timeliness of our investigations. We did this by:

- developing a speedier way to assess complaints as they enter the system
- beginning to write a charter of service
- publishing a guidebook for public sector managers to help them deal with the impact of a CJC investigation
- looking at ways we can be more responsive to complaints from Indigenous Australians
- trialling a strategy to help prison inmates feel more confident about making a complaint to the CJC
- trialling Project Resolve, a strategy designed to allow more complaints against police to be handled by the QPS
- focusing on broader-based outcomes — that is, not just on establishing whether misconduct has occurred, but looking for ways to minimise a recurrence.

At the same time, we adopted a strategy to minimise misuse of our complaints process during the State Government election campaign, and continued to offer whistleblower support and to investigate false complaints.

Improving the timeliness of CJC investigations

We acknowledge that the time taken to assess and investigate a complaint is of critical importance to those involved in the process. To streamline procedures, we implemented a new initial assessment process, which means that the majority of matters received can now be assessed within 48 hours to determine how they will be resolved. We have also devolved responsibility for the finalisation of some categories of matters from the Chief Officer to three Deputy Chief Officers and other senior officers of the Complaints Section.

Writing a charter of service

We began developing a formal charter of service, with accompanying information brochures. The charter, due to be published in the second half of 2001, will outline our general standards of service. The information brochures will cater for the concerns and expectations of all interested parties and clearly outline the obligations of the CJC in relation to the handling of complaints. This information and the charter of service will be made available on our website.

Helping managers manage the impact of a CJC investigation

In February 2001, we published a booklet designed to inform public sector and local government managers of the CJC's role in the investigation of misconduct and to guide and support them during a CJC investigation. The booklet, which can be downloaded from our website, has been very well received.

The idea for this publication was inspired by a similar one produced by the Independent Commission Against Corruption entitled *How to Handle the Effects of an ICAC Investigation: A Guide for Public Sector Managers*. We thank the ICAC for its permission to incorporate material from that publication and other ICAC documents.



Margaret Bourne on the CJC switchboard. Many investigations start out as complaints received from the public via telephone.

Responding to Indigenous complainants

In preparation for developing a specific complaints-handling process for Indigenous complainants, we met with the members of the CJC's Aboriginal and Torres Strait Islander Consultative Committee and attended cross-cultural training. We propose to extend this training to focus specifically on the process of taking complaints from Indigenous complainants.

Offering prisoners freecall telephone access

In early 2001 we provided, on a trial basis, freecall telephone access to inmates of Queensland correctional centres. This trial was designed to provide inmates with a no-cost means of directly accessing the CJC without fear of exposure. Calls were received during specified hours two days a week and were taken by specially assigned staff: a complaints officer and an investigator. The calls were not monitored by staff of the Department of Corrective Services, thus ensuring confidentiality.

As at 30 June 2001, the outcome of this trial was still being evaluated by the CJC and the DCS. Should the evaluation findings be encouraging, freecall telephone access to the CJC will become permanently available in Queensland correctional centres.

Handling minor complaints against police

In last year's annual report we referred to a major new CJC-QPS initiative, known as Project Resolve, designed to improve the way minor complaints against police were handled. As foreshadowed, the initiative was trialled in Southern and South-Eastern Police Regions for six months from July to December 2000. See Major Initiatives of the Year, page 27 for further details.

Focusing on broader-based outcomes

This year we became more selective in the matters we investigated and reviewed, in keeping with our goal to produce broader-based outcomes in all aspects of complaints-handling and investigations. This means we considered

not just possible disciplinary or criminal charges, but whether there were systemic issues that warranted corruption prevention/procedural recommendations. (See also pages 32–3.)

To facilitate this approach, two intelligence analysts, a corruption prevention officer and a research officer were outposted in the Complaints Section. In addition, work is now selected by means of a cross-divisional committee (COP) comprising the Chairperson and the directors from the relevant areas.

Given below are some examples of investigations that led to preventative measures being recommended.

Investigation of a wrongful conviction

We began investigating a matter referred by the DPP concerning the wrongful conviction of an Aboriginal man from Cherbourg. Our initial involvement related to whether there was any misconduct by police officers who conducted the original investigation.

This man had stood trial in the District Court in August 2000 on a charge of rape. He was found guilty and sentenced to seven years' jail, spending eight months in custody before being released when DNA testing showed that he could not have committed the crime.

The rape offence is now being re-investigated by police. In the meantime, the CJC's investigation is now directed towards establishing why the relevant exhibits were not DNA tested at the outset — they were only examined at the insistence of the defence — and whether procedures for testing exhibits are adequate.

Suspected fraud

In early 2000, an employee of a public service department complained that her pay for a particular fortnight had not been deposited into her account. The payroll office found that the money had in fact been deposited into a bank account in the name of



the payroll officer's husband. The payroll officer claimed that she had made an 'honest' mistake while changing her own banking details in the system.

Then, in early October 2000, the same employee complained of another irregularity involving the same payroll officer, and a complaint was made to the CJC.

We immediately obtained financial records, which revealed further instances of improper transfers of funds. In late November, we interviewed witnesses and obtained more evidence. The payroll officer was then interviewed and admitted to the theft. We referred a brief of evidence to the DPP to enable consideration of charges.

We also had lengthy discussions with the department's audit office to ensure that corruption prevention initiatives were taken to minimise the recurrence of fraudulent financial transactions.

Risk reduction at a university

Following a CJC investigation into complaints from a university related to the possible mishandling of a lucrative



Commonwealth grant, we were invited to see whether wider, systemic weaknesses had led to the problems. We were interested in ensuring that, if there were problems, measures were taken on a university-wide level to prevent them recurring. We thought our advice might also be useful to other universities.

Our involvement resulted in our providing recommendations aimed at further reducing the risk of official misconduct through:

- the development of an ethical work culture
- the use of unambiguous and documented job descriptions or employment contracts
- the use of internal communications that are clear and properly recorded

- ensuring all staff receive effective supervision
- ensuring all supervisors are aware of, and carry out, their supervisory responsibilities
- the use of proper contract-monitoring practices to reveal and minimise risks
- the use of effective processes for recognising, reporting, registering and resolving conflicts of interest.

We offered to provide advice to the university during the implementation phase and suggested that a joint university–CJC assessment of the progress be undertaken after 12 months. During 2001–02 we propose to convey to other universities in the State the corruption risks and potential remedial strategies exposed by this and other cases.

The university has accepted our recommendations and established groups to implement them. We are planning to hold a seminar on corporate governance for universities.

Vulnerability of the DCS

The original catalyst for this project was a CJC investigation into a prison psychologist who later admitted to being involved in inappropriate sexual relationships with two prisoners at two correctional centres.

During the course of this investigation and following a review of CJC complaints files involving allegations of this type, it became apparent that the department was particularly vulnerable in this area.

Accordingly, we established a project team with the object of establishing the extent and nature of risks associated with the provision of services to prisoners by DCS staff and, if necessary, to make recommendations to minimise those risks.

We began compiling preliminary information for the project, which included a detailed case study and an analysis of complaints files and investigations involving allegations of sexual misconduct against DCS staff. We will liaise with the department about steps to take to minimise this problem recurring.

Minimising misuse of complaints process

In the lead-up to the State Government election in February 2001, we adopted a successful strategy first used in the lead-up to the March 2000 Local Government elections. The result was a reduction in the number of frivolous and vexatious complaints to the CJC.

Media scandals and smear campaigns are an unfortunate by-product of many elections. In the past, some election candidates have used the referral of a complaint to the CJC as a way of smearing rival candidates. Through the media, we called for election fair play and advised candidates that any complaints to the CJC should be made confidentially. The Queensland Electoral Commission and political party secretaries helped us to get our message across.

Offering whistleblower support

We understand that reporting wrongdoing is sometimes very difficult and that many people are afraid of what might happen to them for 'blowing the whistle', especially on their bosses.

The best way we think we can help such people is by encouraging public sector managers to support whistleblowers. We do this by constantly reminding managers that whistleblowing can be a good thing for the

organisation. We also provide an advice service where people can discuss their concerns with a CJC officer.

Table 5 lists the number of public interest disclosures (PIDs) we received during the year.

Investigating false complaints

The CJC takes a serious view of people who deliberately make false complaints, because it wastes valuable public resources and causes unnecessary suffering to innocent people. Where sufficient evidence exists, we recommend prosecution.

A large proportion of complaints made to the CJC against police and other public sector officials are finalised as not substantiated, but this is not the same as saying that these were false complaints. Often this means simply that investigators were confronted with conflicting accounts and there was no corroborating evidence. In other cases, the behaviour complained of may have occurred but was not deemed improper (e.g. where reasonable force was used to effect an arrest).

In 2000–01, we investigated one possible false complaint, but the evidence was insufficient to support a prosecution.

Table 5: Analysis of PIDs received by the CJC in 2000–01

Section of <i>Whistleblowers Protection Act 1994</i>	Verified (by CJC)	Not verified (by CJC)	Referred to other agency (by CJC)	Under consideration	Total referred and not verified	Total referred and verified	Totals
15: Public officer complaining of official misconduct	10	11	7*	10	20	–	58
16: Public officer complaining of maladministration	–	–	–	–	–	–	nil
17: Public officer complaining of improper management	–	–	1*	–	–	–	1
18: Public officer complaining re health/environment matter	–	–	–	–	–	–	nil
19: Any person complaining re public health or safety matter	–	–	–	–	–	–	nil
20: Any person complaining re reprisal	–	5	–	–	–	–	5
Totals	10	16	8	10	20	nil	64

Note: There were 17 complaints received comprising 64 allegations. This table details the status of the allegations.
 * The outcomes of the allegations in this category may not be known at this stage, or may never be known, as they were referred to another agency with no need for review by the CJC.

Complaints statistics

Figure 2 shows that we received 5498 allegations through the year. As any one complaint can contain more than one allegation, the number of standard complaints registered was 3148, the highest annual total recorded in the CJC's history (see figure 3). The number is an increase of 10 per cent on 1999–2000, which was the previous highest total.

Of those 3148 complaints, the major subject areas — police, public service, corrective services and local authorities — accounted for 92.8 per cent, with police accounting for 64.2 per cent.

Figure 4 shows the number and nature of charges recommended as a result of our investigations during the year.

Figures 5 to 12 show the types of allegations and categories of complainants for the police, corrective services, public sector and local government jurisdictions.

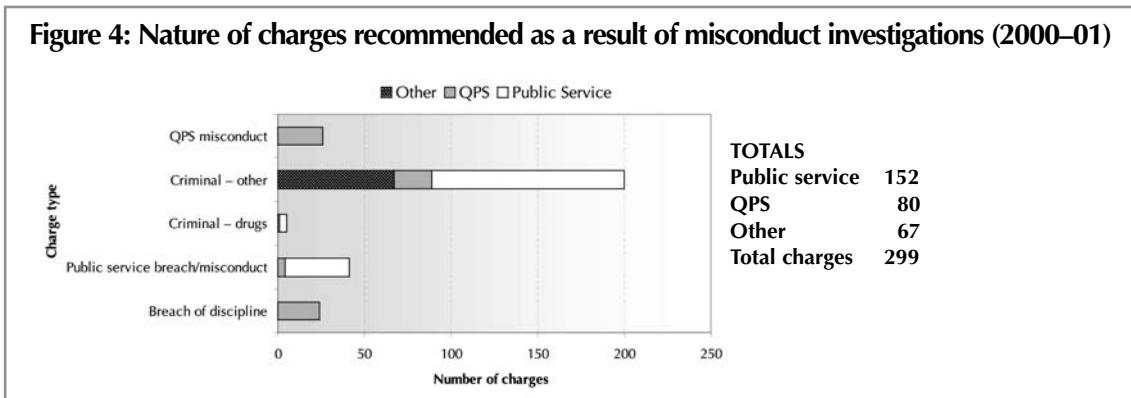
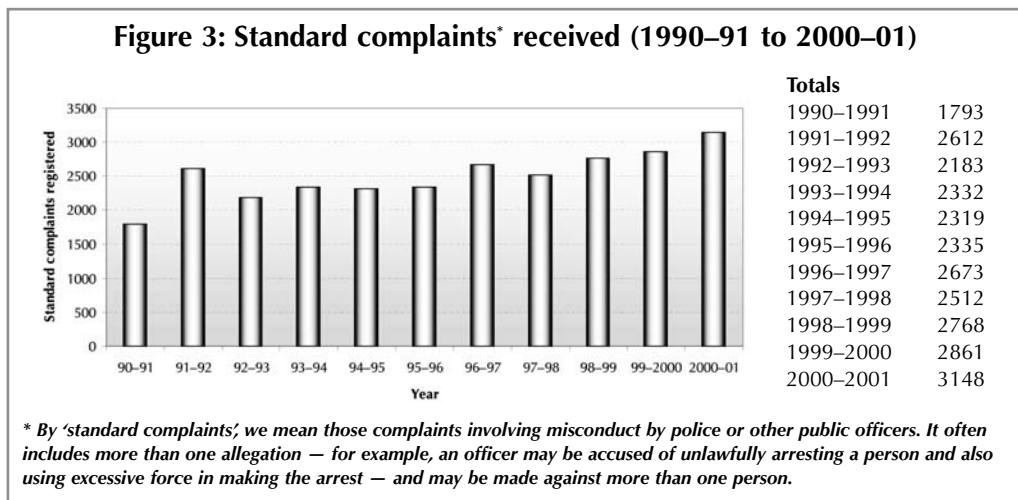
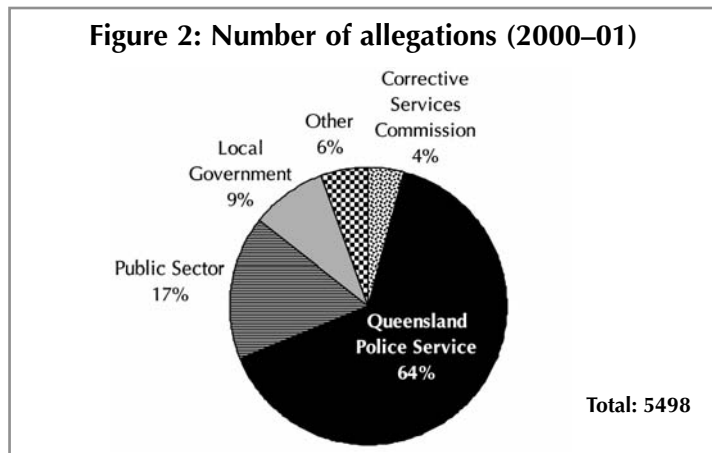


Figure 5: Types of allegations for QPS (2000–01) Total: 5003

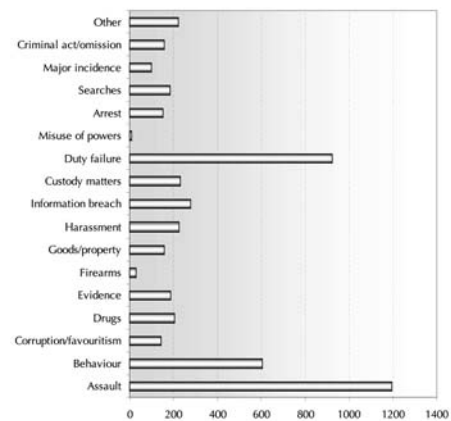


Figure 6: Categories of complainants for QPS (2000–01) Total: 2557



Figure 7: Types of allegations for Corrective Services (2000–01) Total: 297

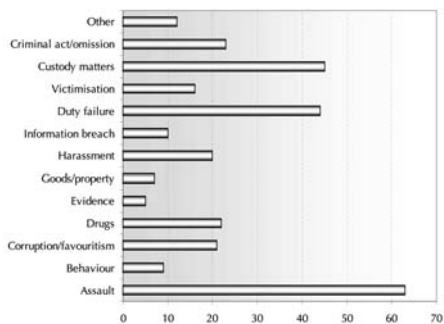


Figure 8: Categories of complainants for Corrective Services (2000–01) Total: 148

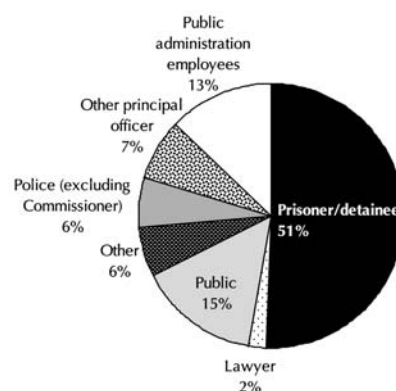


Figure 9: Types of allegations for Public Sector (2000–01) Total: 1011

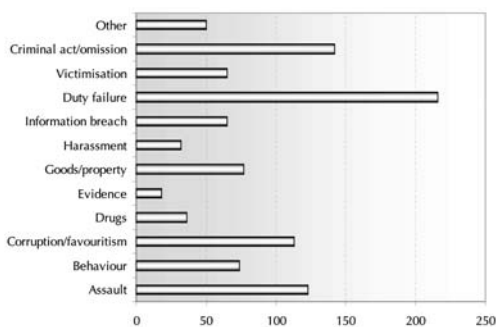


Figure 10: Categories of complainants for Public Sector (2000–01) Total: 600

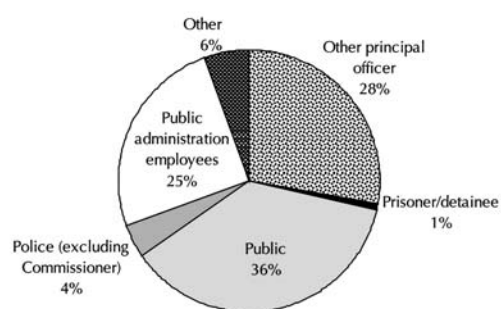


Figure 11: Types of allegations for Local Government (2000–01) Total: 594

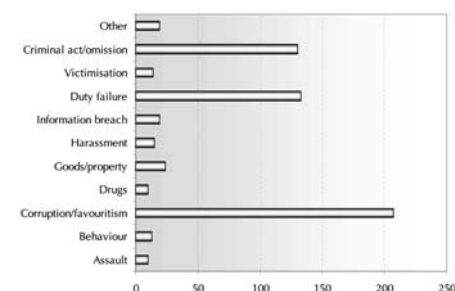
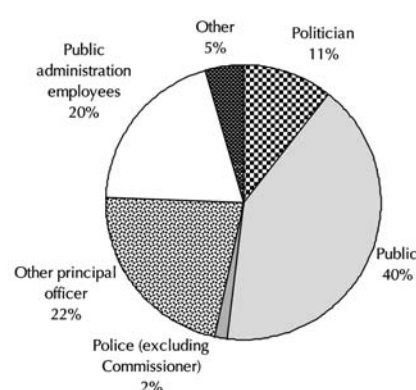


Figure 12: Categories of complainants for Local Government (2000–01) Total: 376



Review and monitoring

When we refer a complaint to an external agency for handling, we may either review the investigation before any action is taken or ask to receive advice of the outcome of the investigation before any action is taken. The Review, Evaluation and Monitoring Unit (REAM):

- reviews matters referred to the QPS for investigation, such as possible misconduct by police officers (e.g. assault) or alleged criminal conduct by public officials
- monitors the QPS's handling of major incidents, such as police shootings or high-speed pursuits
- reviews matters referred to departments, local authorities or other public sector agencies for investigation and/or disciplinary action.

The unit plays an important role in the detection of ineffective or inappropriate processes and systems and frequently refers such matters to corruption prevention officers. It employs a multidisciplinary approach using the skills of forensic accountants, intelligence analysts, research and prevention officers, investigators and lawyers.

In 2000–01, the REAM Unit conducted and finalised 459 review matters (see figure 13).

Investigative standards

As well, to help departments and agencies develop their internal investigative capacity, the unit drafted new investigative standards and procedures for their guidance.

Departments or agencies may choose to have us evaluate their investigative policies, procedures and processes in accordance with these standards. This will enable them to take more responsibility for their own internal discipline while generally raising integrity standards.

Given below are two examples of typical cases completed during the year. The first is a good example of the newly developed REAM strategy of working closely and cooperatively with government agencies in the investigation and prevention of official misconduct.

Falsification of enrolments at a TAFE

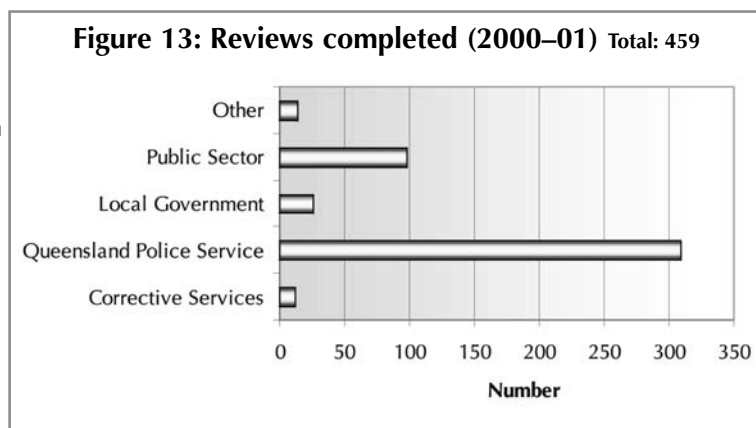
We received a complaint from the Director-General of the former Department of Employment, Training and Industrial Relations alleging that senior management of a TAFE Institute had falsified enrolment levels to remedy a shortfall of 250 000 student contact hours, an important performance indicator for determining future funding levels.

We decided that the matter could be adequately investigated by departmental investigators who had knowledge of TAFE procedures and documentation.

In monitoring the investigation, we met regularly with the department's investigators to discuss strategy and outcomes. At the end of the investigation, the department gave us a comprehensive report, which we reviewed.

The investigation found no evidence that the senior management of the Institute had personally benefited by this course of action; however, evidence of maladministration was disclosed.

The matter was considered by the full Commission, which found that it could be adequately dealt with by referring it to the department for consideration of disciplinary action against two senior officers of the



Institute. As a result, the Institute's Director was dismissed. The Deputy Director resigned before disciplinary action could be taken.

We later attended the Institute to give a seminar to management on developing ethical decision-making processes and dealing with the investigation process. We are presently developing strategies to help the management of all TAFE Institutes in such matters.

Discrepancies over restricted medication

We were advised of discrepancies revealed by an audit of restricted medication held by a nursing service at one of the State's correctional centres, and referred the matter to the DCS for investigation.

During the investigation, the nurse employed as the centre's Health Services Coordinator was suspended and later resigned.

The investigation revealed inadequate compliance and supervision of processes for ordering, receiving, securing and accounting for restricted medication, both at the correctional centre making the purchase and at the point of sale. There was also concern about the security of drugs classified by statute as dangerous drugs. The investigation was unable to establish who was personally responsible for the discrepancies and whether the medication was misappropriated for personal use or for distribution to other persons, either at the correctional centre or elsewhere.

The department told us that it had immediately audited nursing service units in all correctional centres, devised stricter controls to ensure the security of restricted medication and dangerous drugs, and promulgated these revised procedures to correctional centre staff.

We referred the matter to corruption prevention officers, who recommended:

- implementation of a regime of regular audits and monitoring to ensure continuous strict compliance with purchasing and security procedures

- demonstration of strong management commitment to ensuring strict compliance with procedures by:
 - (i) conducting a risk assessment of current staff practices for procurement, security-handling and disposition of restricted medication and dangerous drugs in the correctional centre environment
 - (ii) revising current policies to minimise potential risks identified by the risk assessment
 - (iii) educating staff as to policy requirements and raising staff awareness throughout the department of the need to comply with policies and the penalties that will follow from non-compliance
 - (iv) direct and personal feedback being given to affected staff at the relevant correctional centre and the provision of appropriate support mechanisms.

We reminded the department of its responsibility to report any breaches in purchasing procedures to the Director-General of Queensland Health for consideration of enforcement action (under the Health (Drugs and Poisons) Regulations 1966).

We also urged the department to consult with the management of the business at the point of sale to ensure that both organisations understand, and comply with, procedures for the procurement of restricted medication by the correctional centre and to establish any potential risks during the procurement process.

We made these recommendations to the department with a view to preventing further discrepancies in the accounting for restricted medication at correctional centres. Such improved procedures will also make it easier for any future investigation to identify the cause of, and person responsible for, the discrepancy.

The department has since told us that it has amended its procedures for the maintenance of registers for restricted medication and dangerous drugs at correctional centres and that management action is continuing.

Proactive operations

Proactive operations into police and public sector corruption have been conducted by the CJC since shortly after its establishment in 1990. These operations generally commence following long-term analysis of intelligence and other information and usually target ongoing corrupt activity.

The ability of the CJC to take the initiative allows the detection of criminality that would otherwise go uninvestigated and provides a constant deterrent to public servants and police officers who might be tempted to act unlawfully.

Below are two examples of recent operations.

Police and steroids

On 10 December 2000, the Australian Customs Service informed us that they had intercepted parcels



allegedly contained steroids. These parcels, intercepted on different dates and at different entry points, were from the United States and were addressed to two Queensland police officers.

As the result of a joint operation with the QPS (Operation Wood), briefs of evidence were prepared against three Queensland police officers. One was charged with importing a prohibited substance and possession of a dangerous drug. Another was charged with receiving, forging and uttering, and possession of a dangerous drug. The third was charged with stealing. All officers resigned from the QPS.

Drug offences

Three police officers in regional areas were committed for trial during the year on drug-related and corruption offences as a result of a CJC covert operation. The operation arose following allegations that the officers were involved in drug trafficking and the supply of dangerous drugs. The same operation also resulted in a civilian being charged and convicted of supplying a dangerous drug. Indictments were presented in the Supreme Court against all three officers on 25 May 2001.

Use of CJC and other powers

CJC powers are essential evidence-gathering tools used to combat official misconduct in the public sector. In addition to the powers available to our police officers under the *Police Powers and Responsibilities Act 1997*, we can:

- compel anyone to give us anything relevant to a CJC investigation (Criminal Justice Act, s. 69 — issued on Chairperson's authority)

In 2000–01, 281 notices to produce records or things and 19 notices to furnish information were issued.

- summons a person to attend a CJC hearing to give evidence and produce anything referred to in the summons (Criminal Justice Act, s. 74 — issued on Chairperson's authority after the CJC has authorised that a hearing be held)

In 2000–01, 99 witnesses were summoned to give evidence at CJC hearings.

- direct a prisoner to appear before the CJC (Criminal Justice Act, s. 81 — issued on Chairperson's authority)

In 2000–01, two prisoners were directed to appear before the CJC.

- enter a unit of public administration, inspect any record or thing in those premises, and seize or take copies of any record or thing relevant to a CJC investigation (Criminal Justice Act, s. 70 — issued on Chairperson's authority)

In 2000–01, this power was used on three occasions.

- apply to the Supreme Court for a warrant to enter and search premises (Criminal Justice Act, s. 71)

We did not use this power during 2000–01. However, police officers attached to the CJC obtained 15 search warrants under the Police Powers and Responsibilities Act and the Weapons Act for the purpose of CJC investigations.

- apply to the Supreme Court for listening devices (Criminal Justice Act, s. 82)

In 2000–2001, the use of listening devices was approved by the Supreme Court on nine occasions.

Hearings

Hearings are an effective way of gathering evidence that cannot be secured through more traditional investigative methods.

One public hearing and six closed hearings were held this year. See table 6. The one public hearing related to the Shepherdson Inquiry into allegations of electoral fraud in the Australian Labor Party (Queensland Branch). See page 21, Major Initiatives of the Year, for details about that inquiry.

Appeals to the Misconduct Tribunals

The Misconduct Tribunals, as established under the *Misconduct Tribunals Act 1997*, have both an original and an appellate jurisdiction relating to official misconduct and misconduct respectively. The CJC, as well as the person disciplined for misconduct, is given a right of appeal to the Tribunals against a reviewable decision.

We lodged one appeal during the year, relating to the disciplining of a police officer found guilty of disclosing confidential information from the police computer system. The officer was demoted to the lowest possible rank and pay level. At the same time as we appealed against the leniency of the punishment imposed, the officer appealed against its severity. Both appeals were dismissed by the Tribunal in its decision of 26 February 2001.

Table 6: Hearings 2000–01

	No.	Sitting days	Witnesses
Public	1	31	84
Closed	6	8	15
Total	7	39	99

Intelligence support

During the year, we substantially modified and enhanced our intelligence capabilities, functions and reporting, resulting in improved provision of information to strategic and operational decision makers.

Our intelligence capability and performance has been enhanced by:

- **Proactive strategies.** These included identification of significant issues, individual targets and areas of corruption, providing CJC investigative units with well-defined targets maximising the prospect of a successful investigation.
- **Increased liaison and information sharing with approved agencies.** Disseminations to various law enforcement and other approved agencies increased in 2000–01 to 195. For calendar year 2000, an audit of dissemination evaluation feedback sheets found 73.7 per cent of returned responses nominated the information to be of value as either useful corroboration or previously unknown information which resulted in investigations.
- **Upgrade of the Intelligence Recording and Analysis System (IRAS).** This resulted in marked improvements including increased user-defined preferences and advances in search result functionality.
- **Formation of the Information Retrieval Section.** This enabled a more centralised processing of requests for retrieval of operational information externally available to the CJC. The section processed some 2800 requests over the last year for 53 CJC investigations, operations or projects, gathering data and intelligence from other law enforcement agencies, telecommunication carriers, government and non-government agencies.

**INVESTIGATIONS: PROJECTED
ACTIVITIES FOR 2001-02**

- Publish a charter of service for the CJC.
- Revise the protocol between the CJC and departments to take into account the progress made in the management of the complaints process, within both the CJC and departments/agencies.
- Develop specific protocols with individual departments, agencies and local governments.
- Extend cross-cultural training to focus specifically on the process of taking complaints from Indigenous complainants and develop a specific complaints-handling process for Indigenous complainants.
- Continue with the trial of Project Resolve.
- Help the management of TAFE institutes to develop ethical decision-making processes.
- Develop better methods of obtaining information of drug-related misconduct by corrective services officers.
- With regard to assault and use of excessive force, examine officers and work units/areas with lengthy complaints histories.
- Establish a working group to develop a project focusing on tendering and purchasing risks.
- Identify key risk areas in licensing and regulatory functions.
- Work with the QPS to prepare for the CHOGM Conference.
- Conduct four evaluations of public sector agencies.

RESEARCH, PREVENTION AND REFORM

Goals: To contribute to the effectiveness and integrity of the criminal justice system and to increase the level of public awareness of the role and services of the Commission

This sub-output is managed by the Director, Research and Prevention, with contributions from other divisions, especially Official Misconduct.

Divisional staff monitor the Queensland Police Service and the Queensland criminal justice system, and, at the same time, work to promote effective strategies to combat workplace corruption in the public sector.

Monitoring the Queensland Police Service

Problem-oriented and partnership policing (POPP)

POPP is a major QPS initiative aimed at encouraging police officers to work with the community in an effort to solve the underlying causes of crime and community problems. The program was developed in 1999 in consultation with the CJC. It is operational throughout Queensland and is a key output in the QPS Strategic Plan.

This year, we helped the QPS to evaluate the implementation of POPP and continued to support the program through our participation in the

A few members of the Research and Prevention team: (from left) John Boyd, Narelle George, Laurie Cullinan, Margot Legosz, Gabi Hoffmann and Ray Bange.



OUTCOMES FROM LAST YEAR'S PROJECTED ACTIVITIES

PROJECTED ACTIVITY	OUTCOME
<ul style="list-style-type: none"> Report on corruption prevention strategies for prison industries. 	Report published August 2000.
<ul style="list-style-type: none"> Publish first issue of the Police Service Monitor series. 	Instead of starting a Police Service Monitor series, it was decided to produce a two-volume report on police reforms. The first volume appeared in March 2001 with the second due later in the year.
<ul style="list-style-type: none"> Publish the fifth issue of the Criminal Justice System Monitor series. 	Published May 2001.
<ul style="list-style-type: none"> Publish an update on our Prisoner Numbers report. 	This was done in volume 5 of the Criminal Justice System Monitor.
<ul style="list-style-type: none"> Complete the project on the impact of information technology on policing. 	Project completed and report due in late 2001.
<ul style="list-style-type: none"> Publish the evaluation of the Beenleigh Break and Enter Reduction Project. 	Report completed in April 2001 and awaiting publication by National Crime Prevention.
<ul style="list-style-type: none"> Publish results of survey of perceptions held by police officers about the fairness and efficiency of the QPS promotion and transfer system. 	Published October 2000.
<ul style="list-style-type: none"> Continue to increase the level of corruption prevention involvement in investigations and continue to develop strategies to focus on key corruption prevention issues. 	Senior corruption prevention officer outposted in the Complaints Section. Key priority issues identified for 2001–02 program.
<ul style="list-style-type: none"> Develop an audit process to assess the adequacy of agencies' integrity controls in the Queensland public sector. 	Draft integrated corruption prevention strategy guide developed. Work on audit process to continue in 2001–02.
<ul style="list-style-type: none"> Prepare and publish corruption prevention case study reports based on significant CJC investigations. 	Case studies were published in <i>Prevention Pays!</i> , agency newspaper articles and advisory publications.
<ul style="list-style-type: none"> Continue the strong liaison with public sector agencies, local government and the QPS, including providing support to the new Corruption Prevention Network. 	Two liaison officer meetings were held and two meetings held to establish a corruption prevention network.
<ul style="list-style-type: none"> Publish Prevention Pointers on topics of specific interest to police, local government councillors and public sector employees. 	Several new Pointers prepared for publication later in 2001.
<ul style="list-style-type: none"> Publish two issues of the corruption prevention newspaper <i>Prevention Pays!</i>. 	Published in August 2000 and May 2001. A special edition for the RNA, called 'E-Edition', in preparation.
<ul style="list-style-type: none"> Complete the report on sexual misconduct of Education Queensland staff towards students. 	Report published December 2000.
<ul style="list-style-type: none"> Publish guidelines on how to manage the effects of a CJC investigation. 	Published February 2001.
<ul style="list-style-type: none"> Have a CJC representation at the 2000 Royal Queensland Show in the Government Pavilion. 	In August 2000 we once again had a stand in the government pavilion and preparations are in train for the 2001 RNA Show.
<ul style="list-style-type: none"> Launch and distribute a kit on the role and functions of the CJC for use in TAFE colleges and secondary schools teaching Justice Studies. 	Kit launched in February 2001 along with a general information kit designed for public sector officers.
<ul style="list-style-type: none"> Explore ways in which organisational climates can be made more conducive in public sector bodies to the reporting of official misconduct. 	Research project addressing this commenced in June 2001.
<ul style="list-style-type: none"> Continue publishing fact sheets on complaints data. 	Fourteen complaints fact sheets were produced and distributed.

Policing Strategies Steering Committee, which supervises the operation of POPP.

Police Education Advisory Council (PEAC)

PEAC was established in 1990 as a joint initiative of the QPS and the CJC to advise the Police Commissioner on the education and training of police officers. Accordingly, when we can we align research in areas of interest and concern to PEAC, and participate in PEAC subcommittees responsible for reviewing specific issues relating to recruitment, selection, training and education.

***Police for the Future* report**

This year PEAC continued to monitor the implementation of recommendations made in its 1998 report *Police for the Future*, which focused on the recruitment and selection of police applicants. The majority of the 87 recommendations made have been adopted by the QPS.

The year saw important changes, including the adoption of a new position description and selection and assessment criteria for general duties constables, and a complete restructuring of the interview process, including improvements to interviewer training and the structure, content and assessment of interviews.

Recommendations relating to the psychological screening of all recruit applicants and the assessment of applications received from individuals with prior policing experience have not yet been implemented.

Police communications training

In January 2001, the CJC and the QPS, under the auspices of PEAC, commenced a review of police communications training. See page 26 for more details about this review.

Police strip searches

At the end of the last financial year (June 2000), we published *Police Strip Searches in Queensland: An Inquiry into the Law and Practice*, in response to



increasing community concerns about police strip searches. Since then, the QPS has implemented the bulk of our recommendations. Those that require legislative action will be considered when the Police Powers and Responsibilities Act is next amended.

Outcome

As a result of the report, there should now be greater uniformity in the way personal searches are conducted by police throughout Queensland and a drop in the number of complaints. Together with the QPS, we will maintain a monitoring role over the implementation and effectiveness of the report's recommendations.

QPS integrity update

As a 'report card' on the state of integrity in the QPS, we originally intended producing a 'Police Monitor' series along the lines of the Criminal Justice System Monitor series. But, instead, we decided to produce a two-volume report.

The first volume, entitled *Integrity in the Queensland Police Service: QPS Reform Update*, was published in March 2001. It focuses on the broad area of integrity in the Police Service, summarising key findings from CJC complaints data, research studies, inquiries and investigations. It also describes recent initiatives taken by the QPS to raise integrity levels within the Service and identifies outstanding issues that the CJC considers warrant attention by the QPS.

Some key findings of volume 1 were:

- standards of police behaviour in Queensland have improved
- drug-related corruption in the Police Service does not appear to be widespread or involve senior officers
- unauthorised release of information is a serious problem for the QPS
- most people who have contact with the police are satisfied with how they are treated — few have any direct experience, or knowledge of, serious misconduct by police
- young people are more likely than the rest of the population to have a poor opinion of

police

- younger police are increasingly more aware of ethical issues and of their legal and ethical obligation to report serious misconduct by fellow police officers, although many are still reluctant to report their peers for misbehaviour they regard as less serious
- the most common complaints of misconduct made against police concern the alleged excessive use of force.

The second volume, which is due for publication in late 2001, will focus on education and training, policing strategies and organisational management.

Outcome

An independent reviewer of the QPS Reform Update described it as ‘a comprehensive and insightful compendium of all relevant work/data with a clear acknowledgment of any potential limitations’. The reviewer saw the report as suitable for a range of audiences because it is written in plain English with no assumed knowledge, and said that it provided ‘a unique collation of a range of data/information that would be of value to researchers in this area’.

Fairness and efficiency of the QPS promotion and transfer system

In May 2000, shortly after the introduction of a new selection panel system, we surveyed about 700 police officers to find out how fair and efficient they thought the new system was, and to compare their views with a similar survey conducted in 1998 of the old system. This research arose from a recommendation of the 1996 ‘Bingham Review’ of the QPS.

The first survey found that respondents generally held negative perceptions about the selection process. The results of the second survey were published in October 2000 in a report called *Queensland Police Officers’ Perceptions of the Promotion and Transfer System: Results of the 2000 Follow-up Survey*.

The results of the 2000 survey showed only slight signs of improvement. This general negativity was not unexpected, given the

competitiveness of the process and the fact that many officers who consider themselves well qualified miss out on being appointed. The changes to the selection process that were implemented since the 1998 survey have had only a modest effect on perceptions of the process, showing that these attitudes are clearly hard to change.



Corruption Prevention Officer (Police) Andre Legosz.

Outcome

The QPS has indicated that these surveys are useful monitoring tools and has asked that another survey be conducted in a year or two to assess aspects of the new system. The QPS has reiterated its commitment to continuing ‘to seek changes to the promotion system that result in improvements in real terms and in the perceived integrity of the system’.

Policing and information technology

Together with the School of Social Science and Policy at the University of New South Wales, we conducted research into the impact of information technology on police practices in Queensland. The research was jointly funded by the Australian Research Council and the CJC under the Strategic Partnership with Industry — Research and Training Scheme.

The study shed light on the scope for, and barriers to, using information technology as a means of enhancing police effectiveness. While the experience of the QPS is in some respects unique, the report was able to illustrate the more general point that giving police access to computers, increasing the range and quantity of information stored electronically and automating what were previously manual processes will not necessarily change how the business of policing is conducted. If police agencies are to get a better return on their investment in information technology, there needs to be a conscious and sustained effort to change the organisational settings into which that technology is being introduced.

Police Service Reviews

Under the *Police Service Administration Act 1990*, police officers may have decisions on promotions, transfers, unapplied transfers, suspensions, stand-downs, dismissals and disciplinary matters (other than misconduct) reviewed independently by the Office of the Commissioner for Police Service Reviews, which is run by the CJC. Five Review Commissioners were responsible for conducting review hearings during the year. They were current CJC Commissioners Browne and Rinaudo, and former CJC Commissioners Biggs, Bleakley and Ffrench. All heard promotion and transfer review applications. Mr Rinaudo also heard disciplinary-type review applications.

The Review Commissioner provides a written recommendation to the Police Commissioner at the conclusion of each review. When a recommendation is not accepted, the Police Commissioner must explain why to the Review Commissioner.

Table 7: Types of applications lodged (2000–01)

Type	Number
Promotion	165
Transfer	14
Stand-down	1
Suspension	1
Disciplinary sanction	2
Unapplied transfer	6
No jurisdiction (misconduct only)	1
TOTAL	190

Table 8: Status of applications lodged (2000–01)

Status	Number
Matters heard*	45
Matters withdrawn	112
Matters out of time/no jurisdiction	15
Matters awaiting hearing	18

*refers to only those matters lodged in the 2000–01 financial year

Table 9: Result of matters heard by Review Commissioners (2000–01)

Type	Affirmed	Varied	Set aside	Total
Promotion	32	13	2	47
Transfer	4	2	2	8
Disciplinary sanction	2	1	0	3
Unapplied transfer	1	0	0	1
TOTAL	39	16	4	59

In addition to conducting hearings, over the past year the Review Commissioners:

- met with QPS management following the identification of problems occurring within the QPS promotion and transfer process
- attended a panel convenor workshop and facilitated a session at this workshop
- met with members of the QPS, Queensland Police Union of Employees and Queensland Police Commissioned Officers Union to discuss matters involving Management Initiated Transfers
- were briefed by the Inspector, QPS Central Convenors Unit on the role of that unit
- met with the Police Commissioner and QPS human resources management to discuss the QPS selection process.

The Office extends an open invitation to union representatives to attend promotion and transfer review hearings as observers.



Review Commissioner Dina Browne (right) with Review Secretary Maggie Blyth.

Expected outcome

The report of the study, 'E-policing: The Impact of Information Technology on Police Practices', is due for release early in 2001–02. Its key findings, which have already been conveyed to the QPS, should help in the planning decisions affecting information technology areas.

Beenleigh Break and Enter Reduction

This project, mainly funded by the Federal Government's National Crime Prevention program, was designed to enhance the police response to the problem of residential break and enters with a particular focus on reducing the risk of repeat victimisation and the number of offences in identified 'hot spots' in the Beenleigh area.

The CJC was responsible for the design and administration of the project and formed a working partnership with the QPS to manage the operational aspects. The final report, 'Lightning Strikes Twice: Preventing Repeat Home Burglary', is to be published by National Crime Prevention in October 2001.

Monitoring the Criminal Justice System

The Criminal Justice Act requires us to coordinate our research activities with other agencies concerned with the administration of criminal justice in Queensland.

We do this by developing and consolidating links with similar research units in other Australian jurisdictions and by developing effective working relations with the core agencies in Queensland, in particular the Department of Premier and Cabinet, Office of Economic and Statistical Research and research arms of the DCS, Department of Justice and Attorney-General, Department of Families, and the QPS.

Criminal Justice System Monitor

An important monitoring mechanism is our annual production of the Criminal Justice System Monitor. Volume 5 was published in April 2001.

This series provides an overview of the nature and volume of matters being dealt with by the criminal justice system in Queensland. Police, court and corrections data are all drawn upon to uncover any emerging trends in terms of factors such as recorded crime, police activities, court practices, levels of imprisonment.



Mark Lynch, Principal Research Officer and one of the authors of the CJC's 2000 report on the unprecedented rise in prisoner numbers in Queensland.

Some key findings of our research in this area were:

- Crime levels in Queensland are close to or below the national average for most offence categories.
- Queensland's imprisonment rate is still well above the national average.
- Sentence lengths imposed by the higher courts have shortened and the number of suspended sentences imposed by both magistrates and higher courts has risen.
- Use of community corrections orders has continued to rise.
- Queensland prisons operated below capacity in 2000 for the first time since 1995.
- After several years of steep rises, admissions of fine defaulters to prison have dropped.
- Aboriginal and Torres Strait Islander peoples, who make up less than 3 per cent of Queensland's adult population, consistently comprise around 22 per cent of offenders in prison custody.
- There has been only very modest progress made towards a more coordinated approach to the operations of the criminal justice system.

Outcome

Volume 5 was widely disseminated within the criminal justice system and received extensive media coverage. The response received indicates that the Monitor is regarded as a constructive and independent source of information that has

helped to inform debate and discussion about criminal justice issues.

Funding justice

We have a statutory responsibility to monitor and report on the sufficiency of funding for Queensland criminal justice agencies, including the Office of the Director of Public Prosecutions and the criminal law functions of Legal Aid Queensland. We first presented this information in 1995 in our *Report on the Sufficiency of Funding of the Legal Aid Commission of Queensland and the Office of the Director of Public Prosecutions, Queensland*. Since then, we have provided regular updates in our Criminal Justice System Monitor series. As at 30 June 2001, we were in the process of updating this information for a new report to be released in September 2001 — 'Funding Justice: Legal Aid and Public Prosecutions in Queensland'.

In addition to providing a detailed analysis of the funding and workload of Legal Aid Queensland and the Office of the Director of Public Prosecutions, the report will examine the reasons behind the belief that one or both of the agencies are inadequately funded.

The report will also discuss issues relating to the criminal justice system in Queensland that may have an impact on the efficient use of funds provided to LAQ and the ODPP.

Expected outcome

This report's conclusions should aid the State Government in making funding decisions about legal aid and public prosecutions in Queensland, and reform of the criminal justice system more generally.

Evaluation of Queensland Crime Prevention Strategy

We continued to assist with the evaluation of the State Government's Crime Prevention Strategy through our participation in the Research and Evaluation Task Group of the Crime Prevention Taskforce. During the year we prepared a detailed analysis of a survey conducted in the Logan area in late 1999, and circulated the findings to interested agencies.



Dr Margot Legosz, Research Officer and one of the authors of the soon-to-be released CJC study into the impact of information technology on policing.

Evaluation of the Prostitution Act

Under the *Prostitution Act 1999* the CJC must review and report on the effectiveness of the Act within three years of its commencement. This year we settled on a framework for this evaluation, in consultation with all interested parties, and intend to commence data collection in July 2001.

The evaluation will examine the impact of the legislation on both the legal and the illegal prostitution industries, and will seek to highlight any unintentional consequences. A combination of quantitative and qualitative data will be collected for each stage of the evaluation by the use of surveys, interviews and focus groups with key informants such as relevant government and non-government agencies, sex workers and the community.

Expected outcome

A final public report will be released in 2003 in accordance with the requirements of the Prostitution Act. The results of each stage of the evaluation will form the basis of the final report.

Prisoner numbers update

Volume 5 of the Monitor series paid particular attention to the issue of prisoner numbers because of the marked increase that had characterised the years between 1993 and 2000.

The Monitor reported that prisoner numbers were no longer increasing and that Queensland

prisons were operating below capacity. The major reasons for the decline in prisoner numbers were found to be shortened sentence lengths being imposed by the higher courts, increased use of suspended sentences and increased use of community corrections orders.

Corruption prevention involvement in investigations



Corruption Prevention Manager John Boyd and Executive Assistant Lisa Evans.

As already discussed in the Investigations section of this report, the CJC is focusing more on achieving broader-based outcomes, or on an integrated approach to its investigative and preventative work (see page 35). Accordingly, a corruption prevention officer continued to be outposted in the OMD to select complaints that warranted a prevention focus. During the year, 81 files were referred through this officer for corruption prevention advice.

This close and steadily increasing association between the investigation and corruption prevention areas allows for:

- an expanded multidisciplinary approach — investigation, forensic accounting, intelligence, research and corruption prevention — to be applied to investigations
- the simultaneous delivery of advice on investigation outcomes and corruption prevention strategies
- prompt identification of areas of concern from a corruption prevention perspective.

During the year, we applied this approach to complaints relating to, for example:

- coronial inquests and related pathology services
- tendering practices in a government department
- student enrolments and assessments at an educational institution
- marketing activities of a major regulatory body
- allegations that a senior council employee had abused his position and acted improperly.

Sometimes corruption prevention staff are called in well before the CJC investigation is concluded, as with Project Instant:

Marketing mismanagement

This ongoing project (Project Instant) originated from allegations of misconduct and mismanagement within the marketing department of a statutory body that was funded in part by well over a million dollars of public and private sponsorship in cash or kind.

CJC studies have indicated that official misconduct and corruption risks are greatest in those areas having a strong commercial element.

We recommended strategies to help reduce future risks to the organisation, such as the introduction of a structured fraud and corruption prevention program; a review of human resources policies and procedures; stronger whistleblowing mechanisms; formal risk assessment; and clear-cut policies on sponsorship.

The organisation in question has already taken steps to implement improved systems and to examine its corporate governance and staff development arrangements.

At the invitation of the Minister, we prepared a submission to the Review of the Governance Structure of the organisation concerned.

Sometimes corruption prevention activity comes about not as a result of a specific complaint, but

as a response to a perceived trend in complaints. For example, many complaints to the CJC relate to the way scrap and low-value assets are disposed of. In response, this year we launched Project Townsend:

Disposing of scrap

The practice of taking scrap without approval can quickly become entrenched in the workplace culture, and may be wrongly tolerated by management or not even recognised as a problem. Yet while the disposal of scrap may appear to be a trivial issue, when it is poorly managed there can be major consequences for both the agency and the employee.

Corruption prevention staff began preparing a range of resource materials (handbook, advisory booklet, Prevention Pointers and PowerPoint slides) to provide guidance to public sector agencies on the correct and ethical disposal of scrap materials and low-value assets. These materials are due for release early in 2001–02. They are designed to help public sector agencies make the most efficient and effective use and control of scrap and low-value assets, and help reduce the number of preventable incidents and complaints.

This year we also began some projects designed to explore areas of perceived risk with a view to finding investigative or preventative opportunities. For example:

Corrective Services' vetting procedures

After noting that staff recruitment and selection procedures in use by the Department of Corrective Services may not be providing sufficient protection to the department against the employment of unsuitable people, the CJC and the DCS began a joint project in late 2000. The aim of the project was to review the department's current staff recruitment and employee vetting processes.

The report of the review, submitted to the CJC Chairperson and the Director-General of the DCS in March 2001, provided a comprehensive review of current employment vetting practices

in the DCS and other like agencies both within Australia and overseas. The recommendations, now being implemented by the department, will establish DCS procedures as a national benchmark for corrective services employment vetting.

Liaison with public sector agencies, local government and the police

Through both formal and informal liaison we continued to contribute to advances in the development of corruption prevention strategies in agencies. Many departments and local authorities have sought advice from the CJC on the establishment of corruption prevention and fraud prevention strategies. One agency, for example, is presently establishing a unit to manage and supervise its prevention activities. There also continued to be an interest in strategies to prevent corruption relating to electronic communication.

Liaison Officers Network

There is now an extensive network of liaison officers across government departments, local authorities, universities and statutory authorities. Liaison officers have the opportunity to attend meetings hosted by the CJC twice a year when issues of importance are raised for consideration. The two major meetings in the past year focused on the management of internal complainants and strategies to enhance the role of agencies in reporting and investigating complaints.

In addition to these two general meetings, there were regular exchanges of information between the CJC and departments. In one instance assistance was provided to an agency developing its internal investigation capacity. On another occasion a series of joint OMD–Corruption Prevention presentations on the serious corruption risks faced by an agency were delivered to its senior managers.

See also page 56, 'Keeping the public sector informed', which details the results of a survey of liaison officers.

Corruption Prevention Network

Twice during the year the CJC arranged meetings of public sector staff interested in establishing a self-funded Corruption Prevention Network to exchange ideas and share information. A working group of representatives from various agencies helped us develop the draft aims, objectives and rules of the Network. Participants have now agreed over these matters and sought to have the Network registered as a not-for-profit incorporated body. We offered the Network a modest seeding grant to help it meet its establishment costs.

Work has begun on establishing a website and email system for the Network.

In taking this initiative we maintained close contact with the New South Wales Corruption Prevention Network, which offered considerable assistance and guidance.

Local government liaison

Quarterly meetings were begun between the CJC, the Department of Local Government and Planning and the Queensland Ombudsman, Local Government Division, for the purpose of sharing information and to explore strategic partnership opportunities.

Aboriginal and Torres Strait Islander Liaison

The CJC has always been keenly interested in maintaining a good relationship with Indigenous communities. As part of this commitment, our two Aboriginal and Torres Strait Islander liaison officers visited Deed of Grant in Trust (DOGIT) Councils at Cherbourg, Woorabinda, Yarrabah, Mapoon, Aurukun and Napranum in Queensland, and also Thursday Island in the Torres Strait, to talk with councillors, council staff and community members about their concerns. The officers presented information sessions on the role and functions of the CJC, the complaints process, conflict of interest, ethical decision-making and codes of conduct for councils. One of the liaison officers also participated in an investigation into a complaint against a Torres



The CJC's two Aboriginal and Torres Strait Islander Liaison Officers: Dan Abednego and Lynette Booth.

Strait Island Council.

To emphasise our interest in this area, the Chairperson addressed the Aboriginal Coordinating Council meeting in Cairns in November 2000. The Coordinating Council is the peak body for the Aboriginal DOGIT councils. Mr Butler's address focused on corruption prevention and financial management.

Six new members were welcomed to the CJC-Aboriginal and Torres Strait Islander Consultative Committee this year with Mr Colin Dillon, a former police Inspector and currently a Regional Councillor with the Aboriginal and Torres Strait Islander Commission (ATSIC), elected as Chairperson. Last March, the committee was addressed by the new Commissioner of Police, Mr Bob Atkinson, APM.

During May and June 2001 two Aboriginal consultants each delivered sessions to CJC staff to raise awareness of cultural issues. These sessions were well attended and well received.

We also spoke to a wide range of Aboriginal and Torres Strait Islander organisations, including the ATSIC Regional Councils for South East Queensland and Central Queensland, legal services in Brisbane, regional centres and the Torres Strait, service organisations throughout southern and central Queensland, and a community economic development conference held in Rockhampton. We gave corruption prevention advice to several Aboriginal and

Torres Strait Islander organisations, and participated in the NAIDOC week program, manning a CJC information display at the Musgrave Park Expo in Brisbane.

We helped initiate a new police–community consultative group at Inala and continued to provide advice and assistance to the QPS, including both participating in and evaluating cultural awareness training and the Indigenous relations components of management development programs.

Other reports and reviews

Review of prison industries

In the last annual report, we reported that the CJC and the DCS had embarked on a joint initiative to assess the risk of misconduct in Queensland prison industries. The report, *Queensland Prison Industries: A Review of Corruption Risks*, was published in August 2000.

Outcome

The DCS has already taken firm action to deal with this issue. If the report's recommendations are fully adopted, the department will develop an integrated corruption prevention strategy for all of its corporate governance activities as well as effective internal reporting mechanisms. We will continue to monitor the progress of the DCS in implementing the report's recommendations, providing assistance where possible.

Report on sexual misconduct

In December 2000 we published *Safeguarding Students: Minimising the Risk of Sexual Misconduct by Education Queensland Staff*. See 'Major initiatives of the year', page 23, for details.

Presentations and workshops

Departments continued to seek corruption prevention training support and advice and some have been active in downloading the material available on the CJC's website. Particular areas of interest related to risks arising from email and Internet access, conflicts of

interest, internal investigation processes and fraud.

We worked with agencies employing staff in high-risk areas, for example corrective services, to develop and deliver training. Direct staff engagement in the delivery of education and training has, of necessity, been confined to areas of highest risk given the limited resources of the CJC and the high demand.

We gave 36 presentations or workshops to 1771 participants in the QPS Recruit Training, First Year Constable Program, Constable Development Program, Operational Reorientation Course, Detective Training Course and Management Development Program. These presentations were on the role and functions of the CJC, the complaints process, ethical issues, ethical investigations and management issues.

Two CJC officers gave a presentation at a Griffith University conference entitled 'Teaching Ethics to the Public, Private and Professional Sectors' and convened by the Key Centre for Ethics, Law, Justice and Governance.

Seven workshops on corruption prevention/ethical decision making were offered to officers of the DCS, Queensland Ambulance Service, Queensland Transport, various TAFE courses and the Racing Science Centre, Department of Tourism, Sport and Racing.

Consultancy to South Africa

The CJC was selected as co-consultant for a South African Capacity Building Project to assist the South African Office of the Public Service Commission to develop and present an anti-corruption course for senior managers of the South African public service.

Manager of Corruption Prevention John Boyd will go to South Africa in July 2001. He will work with the Office of the Public Service Commission in the delivery of the course at the University of Pretoria, and then meet representatives of the Human Rights and Criminal Justice Institute of the Technikon, SA, who will be responsible for conducting ongoing courses for the public sector, based on the

consultant and CJC's manual and material.

This is the first time the CJC has been involved in a consultancy of this kind. The fact we were selected reflects our growing international standing and expertise in corruption prevention. This activity enhances Queensland's reputation as a smart State and exposes CJC corruption prevention practitioners to an international perspective on their work.



Corruption Prevention Support Officer Cathy Tregoe.

Keeping the public sector informed

This year, through the Liaison Officers Network, we surveyed 65 agencies (37 state government, 21 local government and 7 universities) about the CJC complaints process, corruption prevention service and our newspaper *Prevention Pays!*. Thirty-nine responses were received, or a 60 per cent response rate.

The results indicated that most agencies felt that the CJC performed well in a difficult environment. However, communication problems within the CJC and between the CJC and other agencies were also pointed out.

Regarding *Prevention Pays!*, the feedback was mostly favourable. Most agencies, however, said they wanted less information on the CJC, police and theoretical material and more on best practice and practical anti-corruption strategies. Some also requested more information about what agencies in other States were doing in the corruption prevention area.

We will take these comments into consideration when producing the next *Prevention Pays!*, which is due in late 2001.

Prevention Pays!

Two further editions of this newspaper, which aims to promote the corruption-prevention message throughout the Queensland public sector, were published. The theme for the first of the two was 'Ten Years On: Changes to the Queensland Integrity and Public Life Scene' to mark the tenth anniversary of the establishment of the CJC. The second of the two reported on the Shepherdson Inquiry and other recent work of the CJC and Queensland agencies in corruption prevention.

These issues were distributed to government departments, statutory bodies, local governments, universities, TAFE institutes, schools, public libraries and Indigenous communities.

Information kit

In February 2001 we launched a multimedia kit designed for public sector officers to fill a perceived need for information about our role.

The promotion of the kit was accompanied by a series of training workshops in Brisbane, Townsville, Rockhampton and Toowoomba. About 200 of these kits were produced and distributed.

Grassroots of ethics

As part of our statutory responsibility to offer and render advice and assistance by way of education or liaison to the public sector concerning the detection and prevention of official misconduct, we began production of an ethical decision-making training kit designed for local government. The kit will help councils meet the education and training requirements of the *Public Sector Ethics Act 1994* (section 21).

The kit will contain a facilitators guide, a video case study, worksheets and several CJC Prevention Pointers on topics such as conflicts of interest, gifts and benefits, use of council resources and release of confidential information.

Footage for the video case study was obtained from the ABC 'Grassroots' television series.

'The Grassroots of Ethical Conduct' will be launched in October 2001 and a series of 'train the trainer' sessions will be provided at regional centres throughout the State.

Advisory columns

We published five articles in Education Queensland's newspaper, *Education Views*. Topics covered included the complaints process, improper use of the Internet and email, and reporting corrupt behaviour.

Fact sheets on complaints data

We are committed to integrating and coordinating our activities to maximise prevention of public sector misconduct. To this end, we have developed a series of fact sheets to provide government departments and local government authorities with user-friendly statistics on complaints relating to their agency.

These statistics cover areas such as the rate of complaints, the types of matters, who makes the complaints, the outcomes, and the time taken to resolve the matters. In 2000-01, we issued 14 fact sheets.

Keeping the public informed

RNA Show

In August 2000, we once again had a presence in the Government Pavilion at the Royal Queensland Show. The theme was 'Ten Years On' in celebration of the tenth anniversary of the CJC.

This was only the second time we had a presence at the Ekka, marking a new commitment to reach out more directly to the general public. The success of our efforts encouraged us to start preparations for the 2001 Ekka. In addition to our regular stand with interactive videos and giveaways, we have organised a storyteller who will provide two half-hour presentations on most days in the theatre of the Government Pavilion. A special edition of our corruption prevention newspaper, *Prevention Pays!*, called *E-Edition*, targeted more at children and the general public, will also be freely distributed.

TAFE kit

We launched a multimedia kit designed for TAFE Justice Studies students, similar to the Information Kit mentioned earlier. About 350 of these kits were produced and distributed.



Corruption Prevention Officer Rhyll Hurley and Staff Development Officer Sonja Pedler at the CJC RNA Stand.

RESEARCH, PREVENTION AND REFORM: PROJECTED ACTIVITIES FOR 2001-02

- Publish material on the disposal of scrap and low-value assets.
- Publish report on the status of funding of Legal Aid Queensland and the Office of the Director of Public Prosecutions.
- Jointly with National Crime Prevention, publish the Beenleigh Break & Enter Reduction project report, 'Lightning Strikes Twice'.
- Publish report on the impact of IT on police practices.
- Publish a second volume of the QPS Update.
- Launch the Grassroots of Ethical Conduct kit for local governments.
- Commence data collection in preparation for a review of the effectiveness of the *Prostitution Act 1999*.
- Develop a comprehensive corruption prevention communications strategy.
- Provide corruption prevention input to CJC investigations relating to tendering/purchasing.
- Prepare Prevention Pointers and investigation case studies addressing issues relevant to our key priorities.
- Establish effective liaison with tendering/purchasing oversight bodies and influence their auditing, advisory and control functions.
- Prepare material for dissemination to public sector agencies on strategies for minimising corruption risks.
- Continue to encourage councillors to adopt codes of conduct.

WITNESS PROTECTION

Goal: To contribute to the effectiveness and integrity of the criminal justice system

This sub-output is managed by the Director, Witness Protection, who is an Assistant Commissioner of Police.

The decision to admit a person to the witness protection program is made by the Chairperson on the advice of the Director, who takes advice from the Witness Protection Advisory Committee. The committee comprises the Director and Officer-in-Charge of the Witness Protection Division, the Executive Director and the Official Solicitor.

It may take up to eight weeks for a person to be formally admitted to the program, but interim protection is usually offered within 36 hours of an application being received.

Given the nature of this work, only general information about the activities of witness protection officers can be disclosed here.

The *Witness Protection Act 2000* (Qld) defines witness protection as 'protection of a person's personal safety, including, for example, by giving the person a new identity, relocating the person or helping the person find new employment'.

Senior Witness Protection staff: (from left) Detective Senior Sergeant Noel Briaïs, Chief Superintendent George Stolz and Assistant Commissioner Kathy Rynders.

Witness protection has been offered in Queensland since the Fitzgerald Inquiry when some witnesses to the Inquiry needed to be protected. Before then, Queensland, like other Australian States, had no formalised



witness protection program, nor was there any witness protection legislation. Fitzgerald recommended the establishment of a permanent facility, and so the Witness Protection Division was established as a separate organisational unit within the CJC. In all, the division has assessed close to 1584 applications for protection and protected nearly a thousand people.

Who may apply for protection?

Anyone who is exposed to danger through helping the CJC, or another law enforcement agency, do its job may apply for witness protection. The decision is a totally voluntary one. Anyone who is offered protection may decline it or discontinue it and, if discontinued, resume it, if necessary.

Witnesses are usually people who have inside information about criminal or corrupt activity, generally because they are themselves associated with crime or corruption. They do not have to appear as witnesses in court to be eligible for protection.

Legislative changes

On 9 March 2001 our unremitting efforts since 1993 to press for the enactment of Queensland witness protection legislation (complementary to the federal legislation) were rewarded when the Witness Protection Act and Regulation were proclaimed.

Training programs

The training of witness protection officers is a high priority because witness protection places major psychological demands on both the protectors and those protected. Staff receive on-the-job training in the many diverse aspects of witness protection, complementing the mandatory training requirements for police.

As in previous years, one of our officers successfully completed the United States Marshal Service Basic Witness Protection course in Georgia, USA, conducted at the Glynco Training Facility. Regular attendance at the course enables the division to gauge our

OUTCOMES FROM LAST YEAR'S PROJECTED ACTIVITIES

PROJECTED ACTIVITY	OUTCOME
<ul style="list-style-type: none"> Pursue the enactment of the Witness Protection Bill 2000. 	Witness Protection Act and Regulation proclaimed on 9.3.01.
<ul style="list-style-type: none"> Continue to review and develop our policy and procedures, consistent with the Witness Protection Bill, while ensuring that high standards are maintained and the community receives the best possible professional and efficient service. 	This activity remains ongoing.
<ul style="list-style-type: none"> Implement the QPS-approved witness protection course in line with the National Competency Standards for Witness Protection. 	Given the implications of the Witness Protection Act and Regulation in amending the division's policies, procedures and other operational constraints, it has not been possible to implement the course as yet. However, such implementation is scheduled as a projected activity for 2001-02.
<ul style="list-style-type: none"> Embark on a statewide exercise to increase the education and marketing of the witness protection service to its client agencies, especially the QPS. 	This activity has occurred and has been stepped up with the proclamation of the Witness Protection Act and Regulation.

policies and procedures against those used by the Marshal Service and other representatives. This ensures that current and future procedures remain in line with world best practice.

Marketing/education

In light of the need to be more proactive in marketing ourselves to our clients — principally the QPS — we embarked on a statewide education and marketing exercises. This ongoing exercise is particularly important at this time, given the recent introduction of witness protection legislation.

Statistics for the year

During 2000–01, protection was provided to 137 people in 74 operations, including 62 people in 24 operations carried over from 1999–2000. No-one on the program came to any harm. The division concluded arrangements with 109 people in 56 operations. As at 30 June 2001, 47 people in 22 operations were under the program. An overview of statistics since the witness protection program commenced in 1987 is given in figure 14.

Referrals

A total of 197 people were referred to the division, 94 of whom accepted an offer of protection. Most of these people (97%) were referred by police. As at 30 June 2001, 85 per cent of the people referred to the division were referred by police, 4 per cent by the CJC and 11 per cent by other sources.

Threat assessments

Before a person can be admitted to the

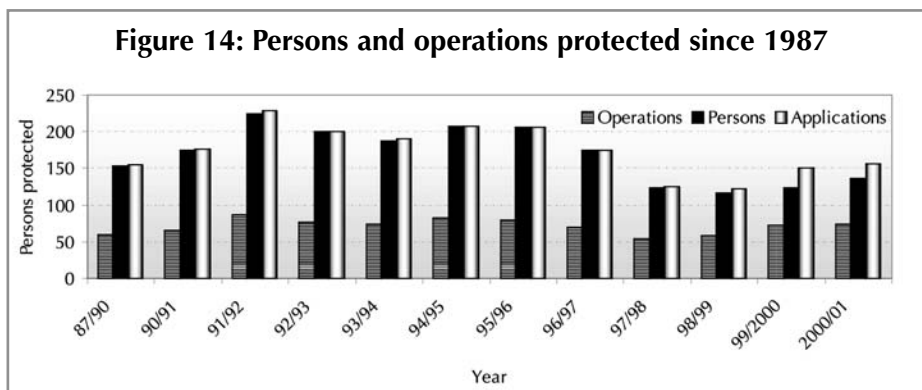
WITNESS PROTECTION: PROJECTED ACTIVITIES FOR 2001-02

- Pursue the recognition of the Witness Protection Act as complementary witness protection law by the Commonwealth and other States.
- Continue to review and develop policy and procedures, consistent with the Witness Protection Act, while ensuring that high standards are maintained and the community receives the best possible professional and efficient service.
- Implement the QPS approved witness protection course in line with the National Competency Standards for Witness Protection.
- Embark on a statewide exercise to increase the education and marketing of the witness protection service to its client agencies, especially the QPS.
- Support law enforcement activities through provision of witness protection.

program, a threat assessment is conducted to determine if the person fulfils the eligibility criteria contained in section 6 of the Witness Protection Act. Some 83 threat assessments were conducted this year; 98 per cent were completed within eight weeks.

Security at court

The division successfully provided security at courts for 49 witnesses who were required to attend court to give evidence for the prosecution or for their own matters.



CORPORATE SUPPORT

Goals: To promote excellence in the management of the Commission, to increase the level of public awareness of the role and services of the Commission, and to provide a safe, fair, productive and satisfying workplace

An overview

As is to be expected, the corporate support functions of the CJC were heavily taxed during the first two months of the financial year following the July 2000 move to new premises, and none more than the Administration and Information Management functions. The move, made in order to be more accessible to our clients, was achieved within budget and on time.

The corporate support functions of the CJC are carried out by various divisions and sections, as shown in the table on page 66.

The Finance Section was also challenged this year by the introduction of the Goods and Services Tax (GST), which placed a considerable strain on our financial system and procedures. Last November, we adopted a new financial system, Finance One, and commenced a rewrite of our Account Procedures Manual to incorporate this major system change, the GST and other changes.



A few of our corporate support staff: (standing from left) Robyn Buckley (Information Technology); Stewart Sommerlad (Media); Monica Chaplain (Publications); Bob Dowling (Human Resources); Lynette Chang (Finance); Susan Kopelke (Information Technology); Linda Waugh (Corporate Governance); Richard Burns (Administration); Stephen Firth (Finance); (seated from left) Susan Oag (Librarian); Janet Legg (Records); Kerry Kelly (Administration); Annie Kwong (Administration); Jenny Brookes (Office of the Commission).

As in previous years, we engaged consultants where necessary to undertake various projects, as set out in table 10. The total cost of consultancies for the year (excluding GST) was \$79 605, significantly less than last year (\$477 309), which was greater because of the move.

The Queensland Audit Office once again gave our accounts an unqualified audit report, certifying that our financial statements presented a true and fair view of our financial position, in accordance with prescribed accounting standards.

Refer to appendix E for information about presentations by CJC staff, and appendix F for information about staff travel overseas through the year.

Table 10: Consultants engaged by the CJC (2000–01)

Name	Description	Cost (\$)
Internal audits		
Bentleys MRI	Audits of financial/accounting systems	10 836
Management		
Dr Gloria Laycock	Review and report on the research output of the Research and Prevention Division	2 500
Accommodation		
Project Services*	Managing accommodation fit-out for relocation	66 269
TOTAL (excluding GST)		\$79 605

* The fees paid to Project Services, a business unit of the Department of Public Works, to manage the accommodation change to Terrica Place have been capitalised as part of the cost of leasehold improvements, in accordance with accounting standard AAS4.

OUTCOMES FROM LAST YEAR'S PROJECTED ACTIVITIES

PROJECTED ACTIVITY	OUTCOME
<ul style="list-style-type: none"> Continue negotiating a new enterprise bargaining agreement. 	A new agreement was approved by Cabinet in August 2000.
<ul style="list-style-type: none"> Implement a new financial system, Finance One, by November 2000. 	Finance One was implemented in November 2000, replacing the old SAP system.
<ul style="list-style-type: none"> Continue with the second development stage of COMPASS. 	Up to 150 users are now using COMPASS for all aspects of work undertaken by the OMD.
<ul style="list-style-type: none"> Install new printers throughout the CJC. 	New printers were installed in August 2000.
<ul style="list-style-type: none"> Reorganise the RecWin database. 	The database was reorganised during the year.
<ul style="list-style-type: none"> Revise the corporate support service-level agreement with client divisions to ensure it continues to meet their requirements. 	Meetings were held with representatives of client divisions and adjustments to the service-level agreement were made where necessary.
<ul style="list-style-type: none"> Enhance our external and internal communications through a project to redevelop our Internet and intranet sites. 	External contractors were engaged in May 2001 to redesign our website and intranet.

Other business

Employment matters

Following a rationalisation of positions, the number of established positions fell from 263 to 248 with an average staff of 235 at the CJC during the year (see tables 11 and 12).

We reviewed all our human resource management policies and implemented a new HR Policy and Procedures Manual in September last year. These policies are available to staff through the intranet.

We also reviewed any changes to employment conditions or HR practices within the Queensland public service as they occurred and considered whether to make corresponding amendments to CJC policies.

The Performance Management and Development scheme, introduced last year, proved successful, mainly because of the ease in completing the paperwork involved in the scheme. Response from staff and managers indicates the benefits of the two-way feedback process.

A new enterprise bargaining agreement, operating from 1 July 2000 to 31 October 2003, was developed and approved by the Cabinet Budget Review Committee. During this time, staff will receive wage increases totalling 10 per cent in staged increments on 1 July each year.

Staff training

The main sessions conducted throughout the year related to training in fire and emergency evacuation procedures (for all staff following the move to the new building); awareness-raising in the new code of conduct introduced in July 2000 (for all staff); and a series of Indigenous cultural awareness sessions (voluntary but with high staff attendance).

Other training was provided in such areas as fraud prevention, computer skills, writing, first-level supervisory training, job-application skills, dealing with difficult clients and use of the Internet and email. Three one-day induction

Table 11: Established positions within each discipline (as at 30 June 2001)

Discipline	No.
Executive management	9
Legal officers	15
Forensic accountants	6
Complaints officers	7
Investigators	10
Technical officers	2
Research officers	12
Corruption prevention officers	9
Librarians	1
Intelligence analysts	9
Computer systems officers	10
Operational support officers	21
Registry officers	16
Administrative officers	41
Police officers	80
TOTAL	248

Table 12: Staff establishment and actual staff as at 30 June 2001

	Positions	Actual staff on hand (FTE*)		
		Male	Female	Total
Executive**	12	5	9	14
Official Misconduct	98	54	39.7	93.7
Operations and Witness Protection	53	34	11.4	45.4
Research and Prevention	28	14	16.2	30.2
Intelligence and Information	43	22.9	18.6	41.5
Corporate Services	14	8	8	16
Total	248	137.9	102.9	240.8

* FTE = full-time equivalents

** Executive includes Office of the Commission and Office of General Counsel.

courses were conducted with 27 staff attending. The induction course is now provided over three half days so as to be less disruptive to work.

The CJC Middle Management Development Program was finalised with the successful provider being the Australian Institute of Management. This program is aimed at providing a tool box of management skills, with the first program to be conducted in the latter half of 2001.

As part of the CJC enterprise agreement, training at the Certificate III level is to be extended to AO2 staff, commencing in 2001. A series of information sessions and individual consultations were provided to staff, with several staff members showing an interest in doing the course.

Security at the CJC

We completed some finetuning of our technical security fit-out with the digitation of our closed circuit television network and the provision of full on-site classified waste destruction facilities. Risk management and fraud prevention and control also continued to be an integral part of our approach to security. No serious security breaches occurred during the year.

Office of General Counsel

The Office of General Counsel, which comprises General Counsel, the Official Solicitor, the FOI Coordinator and a senior legal officer, is responsible for the provision of independent legal advice to the Commission and the various divisions of the CJC encompassing such areas as contract, administrative and criminal law and personal injury claims.

Additionally, the Office is responsible for the representation of the CJC in all litigation in which it is a party. This may sometimes involve the engagement of external advice and representation. The Office:

- responds to subpoenas and other compulsory process served on the CJC seeking production of documents in circumstances where confidentiality arises
- has a liaison and coordination role with the Parliamentary Criminal Justice Commissioner
- oversees the CJC's responses to the PCJC
- prepares and coordinates the CJC's submissions to other external bodies on diverse legal issues, such as the content of proposed legislation
- undertakes some internal FOI reviews.



Staff of the Human Resources Section conferring over EEO policies.

In last year's annual report we reported on two cases heard before the Supreme Court. During 2000–01 the Court of Appeal heard appeals on each of these cases. See appendix D for details.

Media and communications

A key focus this year was on reaching those people who we felt had poor awareness of the CJC, its role, responsibilities and achievements, as well as opinion leaders in the public sector and broader community.

Just on 1000 media inquiries were received, with about a quarter of these relating to the Shepherdson Inquiry (see page 21 for details of that Inquiry).

Publications

From 1 July 2000 to 30 June 2001, the CJC produced seven major reports and papers, two educational/informational kits, two editions of the corruption prevention newspaper *Prevention Pays!*, and one guidebook on managing the impact of a CJC investigation, as well as the annual report and strategic plan. (See appendix G for a list of CJC publications produced during the year.) All these publications were made available on our website. We also produced regular issues of our in-house magazine, *CJC Insider*.

At the time of this report's preparation, two major research reports were in production as well as a new-look strategic plan for the CJC.

We engaged contractors in May 2001 to redesign the website, intranet and Govnet site with CJC staff working on improving and expanding the content of the site for an October 2001 launch.

Information management

A strategic plan for the area was completed to cover the direction we intend to take in 2001–02 and beyond. Over the course of the year, we were kept busy:

- replacing our ageing laser printers with new printers, which should cope with our demands for the next four to five years
- enhancing the complaints database, COMPASS, which is now used by about 150 staff
- introducing Internet access across our network (the most complex project for the year given the security implications); the staged implementation began in April 2001 to be followed with full facilities by October 2001
- trialling a business intelligence software, which confirmed that such functionality should form part of our future information management framework
- reviewing our records management software, which resulted in changes to the database structure.

RecFind now contains details of over 650 000 documents on 120 000 files, which

Table 13: Corporate support functions

Function	Division/Section
Administration	Corporate Services Division
Finance	Corporate Services Division
Freedom of Information	Office of General Counsel
Human resources	Corporate Services Division
Information technology	Intelligence and Information Division
Legal counsel	Office of General Counsel
Library	Research and Prevention Division
Media and communications	Office of the Commission
Publications	Office of the Commission
Records management	Intelligence and Information Division
Security	Intelligence and Information Division

relate to correspondence and physical holdings such as audio and video tapes and property. Holdings registered during the year included:

- 500 notices, warrants, authorities and certifications
- 700 items of property acquired from external sources
- 2400 audio and video tapes.

Steady progress was also made in returning external property. The items on hand were reduced by 7 per cent and the items available for return by 20 per cent.

Library

We began the year with the successful relocation of the library collection from Toowong to Terrica Place.

Following a substantial increase in the use of library resources in 1999–2000, the use of the library's print collection dropped back during the year to be more in line with 1998–99 levels. This relative decline was countered by a 40 per cent increase in general requests made directly to the librarian, together with an increasing demand for electronic resources at the desktop.

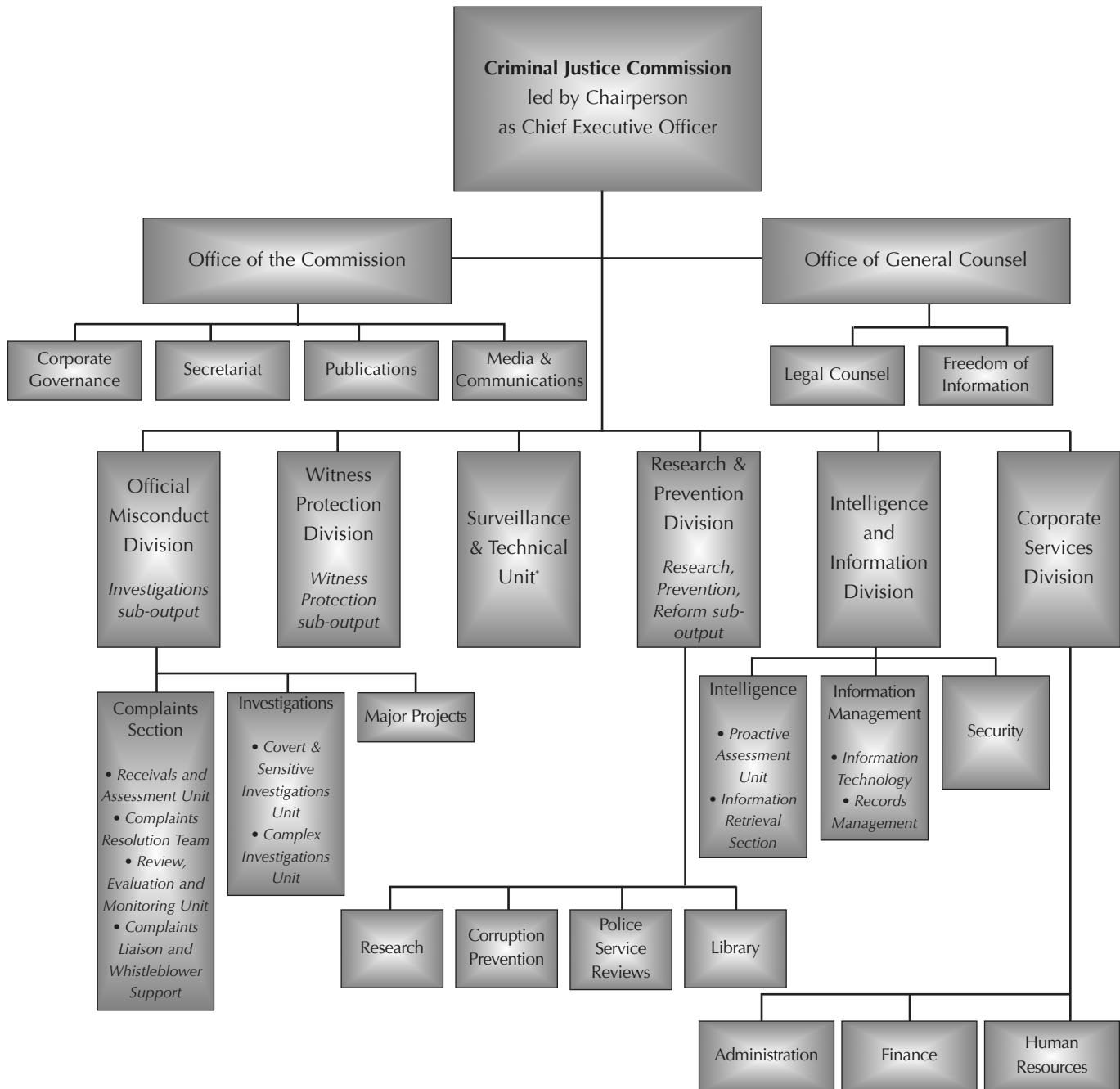
Inter-library loan transactions also increased, with requests to other libraries going up by 36 per cent, reflecting the specific demands of a number of research and corruption-prevention projects.

During the latter part of the year, the library began a review of library services, which included a user survey, with the aim of aligning its priorities more closely with the current information needs of the Commission. This review will direct the future extension and implementation of electronic library and information services.

CORPORATE SUPPORT PROJECTD ACTIVITIES FOR 2001-02

- Continue with the enhancement of COMPASS to enable the database to cover a wider range of activities, particularly in the Research and Prevention Division.
- Install desktop access to the Internet by October 2001.
- Launch our new website, Govnet site and intranet.
- Continue the review of library facilities.
- Conduct a pilot project to further explore business intelligence software.
- Upgrade our standing operating environment by January 2002.

Organisational structure of the CJC



* The Surveillance and Technical Unit answers to the Director, Operations, who is also the Director, Witness Protection.

APPENDIX A

Functions and responsibilities of the CJC

The functions and responsibilities of the CJC are a matter of law, as stated in sections 21 and 23 of the *Criminal Justice Act 1989*.

Functions

21. (1) The commission shall—
- (a) continually monitor, review, and, if the commission considers it necessary, initiate reform of the administration of criminal justice;
 - (b) discharge other functions appropriate to the objects of this Act.
- (2) In discharging its functions the commission shall—
- (a) wherever practicable, consult with persons or bodies of persons known to it to have special competence or knowledge in the area of the administration of criminal justice concerned, and seek submissions from the public; and
 - (b) in its report present a fair view of all submissions and recommendations made to it on the matter in relation to which it is discharging its functions, whether such submissions and recommendations are supportive of, or contrary to, the commission's recommendations on the matter.
- (3) Subject to section 26 [Commission's reports], the commission shall report to the parliamentary committee—
- (a) on a regular basis, in relation to the commission's activities;
 - (b) in relation to a matter specified by the parliamentary committee concerning a function of the commission or the administration of criminal justice;
 - (c) when the commission thinks it appropriate to do so with respect to that matter, in relation to any matter that concerns the administration of criminal justice.
- (4) The commission shall monitor, review, coordinate and initiate implementation of the recommendations relating to the administration of criminal justice contained in the report of the commission of inquiry, and to that end, having regard to that report, shall prepare a program of priorities.

Responsibilities

23. The responsibilities of the commission include—
- (a) the acquisition and maintenance of the resources, skills, training and leadership necessary for the efficient administration of criminal justice;
 - (b) monitoring and reporting on the use and effectiveness of investigative powers in relation to the administration of criminal justice generally;
 - (c) monitoring and reporting on the suitability, sufficiency and use of law enforcement resources and the sufficiency of funding for law enforcement and criminal justice agencies including the office of the director of public prosecutions and the Legal Aid Commission (so far as its functions relate to prescribed criminal proceedings within the meaning of the Legal Aid Act 1978);
 - (d) undertaking intelligence activities to support its responsibilities in relation to official misconduct or alleged or suspected misconduct by members of the police service;
 - (e) researching, generating and reporting on proposals for reform of the criminal law and the law and practice relating to enforcement of, or administration of, criminal justice, including assessment of relevant initiatives and systems outside the State;
 - (f) in discharge of such functions in the administration of criminal justice as, in the commission's opinion, are not appropriate to be discharged, or cannot be effectively discharged, by the police service or other agencies of the State, undertaking—
 - (i) research and coordination of the processes of criminal law reform;
 - (ii) matters of witness protection;
 - (iii) investigation of official misconduct in units of public administration;
 - (g) monitoring the performance of the police service with a view to ensuring that the most appropriate policing methods are being used, consistently with trends in the nature and incidence of crime, and to

- ensuring the ability of the police service to respond to those trends;
- (h) providing the commissioner of the police service with policy directives based on the commission's research, investigation and analysis, including, with respect to law enforcement priorities, education and training of police, revised methods of police operation, and the optimum use of law enforcement resources;
 - (i) overseeing reform of the police service;
 - (j) reporting regularly on the effectiveness of the administration of criminal justice, with particular reference to the incidence and prevention of crime and the efficiency of law enforcement by the police service;
 - (k) reporting, with a view to advising the Legislative Assembly, on the implementation of the recommendations in the report of the commission of inquiry relating to the administration of criminal justice, and to the police service;
 - (l) taking such action as the commission considers to be necessary or desirable in respect of such matters as, in the commission's opinion, are pertinent to the administration of criminal justice.

APPENDIX B

Strategic Plan 2001–05

During the 2000–01 year we prepared our strategic plan for the years 2001 to 2005. The goals, supporting objectives, performance indicators and structure of that plan are given below.

Our strategic goals

These goals provide the framework within which the CJC operates to deliver its services. For each goal, we have a number of supporting objectives, which guide the work of each division of the CJC.

1. To reduce public sector misconduct through investigation and prevention

Supporting objectives

- Conduct high-quality and timely investigations, including proactive investigations
- Provide effective and efficient complaints-handling processes
- Assist public sector agencies to develop appropriate internal complaints-handling processes
- Identify and respond effectively to corruption risks
- Pursue collaborative corruption prevention opportunities and initiatives

2. To promote effectiveness and probity within the criminal justice system

Supporting objectives

- Provide high-quality research and prevention material to assist stakeholders within the criminal justice system
- Review the impact and implementation of Commission advice and recommendations
- Improve, in partnership with stakeholders, the administration of criminal justice
- Pursue opportunities for collaborative projects with public sector agencies and other areas of the criminal justice system and academic research centres

3. To support law enforcement activities through the effective protection of witnesses

Supporting objectives

- Provide quality, timely and cost-effective support to protected witnesses
- Develop proactive working relationships with client law-enforcement agencies

4. To foster an effective and productive organisation

Supporting objectives

- Promote awareness of our role and access to our services
- Provide a safe, fair, productive and satisfying workplace
- Adopt a client service focus in all our interactions
- Provide a superior corporate support infrastructure
- Monitor our performance in order to continually improve the quality of our work

Our key performance measures

We measure our performance and progress by an extensive array of performance indicators. The key indicators we report are:

Quantity

- Matters assessed
- Matters investigated
- Major operations undertaken
- Research, prevention and reform projects undertaken
- Applications for witness protection assessed (persons)
- Admissions to witness protection (persons)

Quality

- Percentage of audited investigations that meet quality standards
- Percentage of reviewed research publications that meet defined quality standards (external expert reviews)
- Percentage of external agencies that assess prevention services as valuable (liaison officer survey)

- Percentage of protected persons who meet court commitments

Timeliness

- Percentage of matters assessed within four weeks
- Percentage of investigated matters finalised within time frames of 3, 6 and 12 months
- Percentage of eligible persons offered interim witness protection within two days

Cost

- Investigations
- Research, Prevention and Reform
- Witness Protection

Output structure

Government priorities

- Safer and More Supportive Communities
- Strong Government Leadership

Output

- Criminal Justice Commission

Sub-outputs

- Investigations (Strategic Goals 1 and 4)
- Research, Prevention and Reform (Strategic Goals 1, 2 and 4)
- Witness Protection (Strategic Goals 3 and 4)

APPENDIX C

EEO statistics

Figure C1: Employees by gender and employment status (as at 30 June 2001)

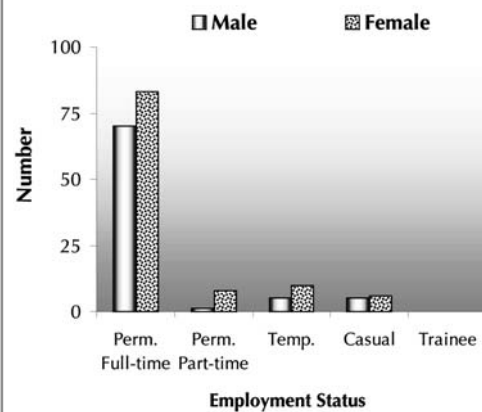


Figure C2: Employees by gender and age (as at 30 June 2001)

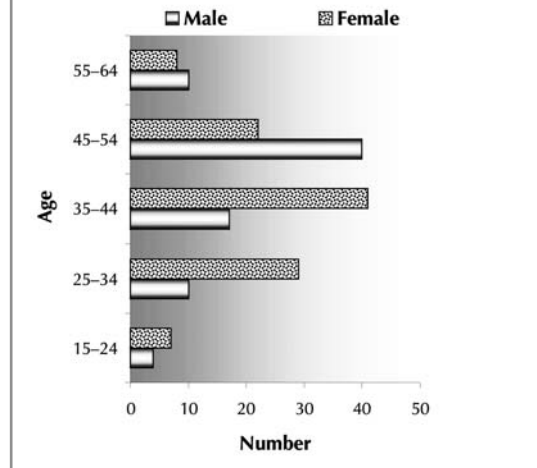


Figure C3: Employees by gender and salary level (as at 30 June 2001)

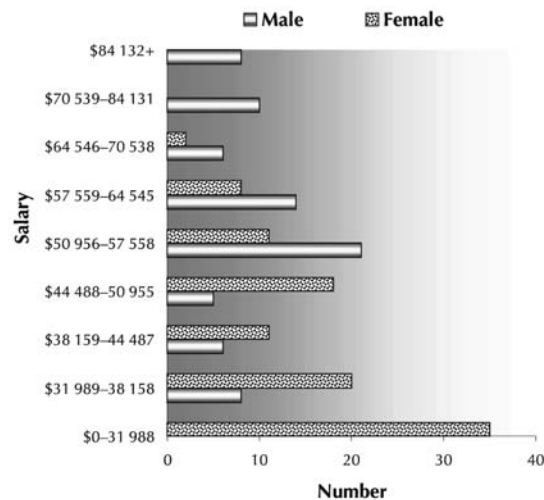


Table C1: Membership of EEO target groups (1998-99 to 2000-01)

Target group	1998-99		1999-2000		2000-01	
	No.	%	No.	%	No.	%
Women	110	55	105	59.7	107	56.9
Aboriginals and Torres Strait Islanders	2	1	2	1.1	2	0.8
People from non-English-speaking backgrounds	5	2.5	7	3.9	6	2.3
People with a disability	2	1	1	0.6	1	0.4

APPENDIX D

Legal cases

Heery v. Criminal Justice Commission

Background

In 1996, with the approval of the Supreme Court, the CJC installed listening devices in the home of a Mr Matthew Heery, who later brought a successful action against the CJC on the ground that the installation of the devices was contrary to section 82 of the Criminal Justice Act.

On 24 March 2000, Justice White upheld Heery's argument. However, White J refused to grant the mandatory injunction that Mr Heery had sought to require the CJC to deliver up to his solicitors all recordings of conversations made by the listening devices. Instead she ordered the CJC to destroy the material.

The CJC appealed, and so too did Mr Heery.

The appeal

The appeal was heard on 22 November 2000 with judgment delivered by Justice Thomas on 15 December 2000. Justices Davies and Douglas concurred.

The Court of Appeal was asked to construe section 82 of the Act, which provides for an approval to use a listening device 'in relation to a particular matter specified in the approval'. The CJC argued that section 82(1) created a defence and that applications for listening devices are otherwise governed by section 123 of the Act. The Court rejected that argument. It also ruled that the requirements of section 82 of the Act cannot be satisfied by an indirect reference to another document.

The CJC also argued that the declarations made at first instance had the effect of precluding reliance on section 101 of the Act, which limits the liability of the CJC and its officers to those claims, demands and actions where there has

been negligence or a lack of good faith. The Court ruled that section 101 of the Act did not have the effect of ousting the Court's jurisdiction to grant declarations and also that the CJC would not be precluded from relying on section 101 in answer to a 'damages' claim.

The Court was also asked to refuse the declarations sought by Mr Heery on discretionary grounds. When the Supreme Court first dealt with Mr Heery's application for declarations no claim for damages had been instigated by him. However, by the time the judge at first instance gave her decision (and unbeknown to her) Mr Heery had by then commenced proceedings for damages against the CJC. Before the Court of Appeal the CJC argued that, had the Court below been aware of the 'damages' claim, the discretion to make declarations might have been exercised differently. This argument also failed.

The CJC also sought to challenge the initial decision through application of the 'slip' rule, which permits minor mistakes and omissions in judgments and orders to be rectified. The Court held that the initial judge correctly refused the CJC's application as the omission in the order approving the use of the listening device was fundamental.

Regarding J White's order to destroy the material, all parties agreed that the records should be preserved, and so the Court of Appeal set aside the earlier order for destruction.

In a departure from the usual practice in these matters, the Court ordered the CJC to pay only half of Mr Heery's costs. The Court considered that Mr Heery's conduct could be regarded, to some extent, as 'conducting to the bringing of the CJC's appeal'. In those circumstances Thomas JA commented that it was 'not unreasonable for the CJC to seek to have the matter ventilated'.

CJC v. Dick

This matter was heard on 14 May 2001 with the Court of Appeal delivering judgment on 5 June. The primary judgment was given by Justice McPherson. Justices Williams and Chesterman either concurred with or expressed similar views to McPherson J.

Background

On 23 December 1999, the CJC sought declarations in the Supreme Court regarding a report to Parliament made by the Parliamentary Criminal Justice Commissioner, Ms J Dick, SC. The report resulted from an investigation conducted by Ms Dick into allegations that the CJC or an officer of the CJC had wrongly released information about a CJC investigation of Mr Jack Paff, MLA.

On 20 July 2000, Helman J delivered his judgment, which concluded that, whatever complaints may have existed regarding the preparation and making of Ms Dick's report, the applicants had no legal remedy because of the operation of parliamentary privilege.

On 18 August 2000, the CJC filed an appeal based on the contention that His Honour erred in finding that parliamentary privilege prevented the Supreme Court making the declarations sought.

The appeal

The Court of Appeal rejected the CJC's argument that the Commissioner had purported to make findings of guilt when there was no authority for her to do so. The Court observed that the report of the Commissioner, while leaving open the possibility that one of the CJC officers involved in the investigation (as opposed to someone else at the CJC) might have indirectly disclosed the information, did not contain 'findings of guilt'.

As a result of this finding by the Court of Appeal, the CJC's argument that there had been a denial of procedural fairness also failed because the duty to accord procedural fairness only arises where there is a risk of an adverse finding being made against someone.

In deciding the matter, the Court also took the view that the CJC was effectively seeking to impeach 'proceedings of Parliament' and Article 9 of the Bill of Rights 1688 to the Queensland Parliament prevented a court from entertaining any action that purported to do so. In practical terms, the Court held that the Commissioner's report was not amenable to judicial review.

The CJC's application was dismissed and it was ordered to pay costs.

APPENDIX E

External presentations by staff

Date	Presentation	Officer
7–9.7.00	'Loyalty and the Awesome Responsibility of Administrators in Making the Most of It', Australian Association for Professional and Applied Ethics National Conference	Rhyl Hurley
21.7.00	'The Philosophy and Practice of Ethics', Australian Local Government Chief Officers Group Conference, Bribie Island	John Boyd
24–25.8.00	'Fraud Control — A State Perspective', Australian Institute of Criminology — Fraud Prevention and Control — Surfers Paradise	Brendan Butler
27.7.00	'Developing Performance Indicators for Drug Law Enforcement', Presentation to NSW Bureau of Crime Statistics and Research Seminar, Sydney	David Brereton
9.8.00	'Residential Burglary in Australia: Recent Research Findings', Police Burglary Prevention Workshop, Wellington, New Zealand	David Brereton
28.9.00	'Proper and Improper Internet Use', Institute of Internal Auditors Seminar, Brisbane	John Boyd
24.10.00	'Re-shaping the CJC: Promoting Integrity in the Public Sector', Brisbane	Brendan Butler
1.11.00	Address to the Aboriginal Coordinating Council, Cairns	Brendan Butler
21.2.01	'On the Road with Maverick: A Case Study of the Impact of Information Technology on Policing', ANZSOC Conference, Melbourne	David Brereton and Margot Legosz
23.2.01	'Chaos and the Criminal Justice System', ANZSOC Conference, Melbourne	David Brereton and Mark Lynch
30.3.01	'Ethics and Records Management', Records Rocks Rocky, Rockhampton	Michelle Clarke
29–31.5.01	'The Vital Role of the CJC in Fostering Public Sector Integrity', Public Sector Risk Management Conference, Brisbane	Brendan Butler

APPENDIX F

Overseas travel

For the 2000–01 year the total cost of overseas travel was \$429, being the cost for accommodation for the Chairperson in Canada. In addition, \$669.36 was paid for the conference registration.

The overseas travel costs associated with travel for an officer from the Witness Protection Division and Dr David Brereton (Director, Research and Prevention Division) were either covered by the officer concerned or by the organisation being visited.

Name of officer	Destination	Reason for travel	Date of travel	Cost
Brendan Butler	Quebec City, Canada	Attendance at the International Association of Civilian Oversight of Law Enforcement Conference	14 June to 18 June 2001	\$429
David Brereton	Wellington, New Zealand	Presentation to a workshop on residential burglary, organised by New Zealand police	6 August to 10 August 2000	Nil
An officer from Witness Protection	Georgia, USA	Attendance at US Marshals' Witness Security Course	1 August to 28 August 2000	Nil

APPENDIX G

Publications 2000–01

Code of Conduct, July 2000.

Queensland Prison Industries: A Review of Corruption Risks, August 2000.

Prevention Pays!, No. 3, August 2000.

Electoral Allegations: Report Containing McMurdo QC Advice, September 2000.

Queensland Police Officers' Perceptions of the Promotion and Transfer Process: Results of the 2000 Follow-up Survey, October 2000.

Protecting Confidential Information: A Report on the Improper Access to, and Release of, Confidential Information from the Police Computer Systems by Members of the Queensland Police Service, November 2000.

Safeguarding Students: Minimising the Risk of Sexual Misconduct by Education Queensland Staff, December 2000.

Criminal Justice Commission Justice and Legal Studies Kit, February 2001.

Criminal Justice Commission Information Kit, February 2001.

Managing the Impact of a CJC Investigation, March 2001.

Integrity in the Queensland Police Service: QPS Reform Update, Volume 1, March 2001.

The Shepherdson Inquiry: An Investigation into Electoral Fraud, April 2001.

Criminal Justice System Monitor, Volume 5, April 2001.

Prevention Pays!, No. 4, May 2001.

Publications completed after 30 June 2000

- *E-Edition* (August 2001).
- *Funding Justice: Legal Aid and Public Prosecutions in Queensland* (September 2001).
- *E-policing: The Impact of Information Technology on Police Practices* (September 2001).
- *The Grassroots of Ethical Decision Making: A Guide for Local Government Staff and Councillors* (October 2001).

How to receive CJC publications

If you are not on our mailing list, you can request a publication by writing to us (PO Box 137, Brisbane Albert Street 4002) or ringing 3360 6060. Most of our publications are free. Out of print publications can usually be found in public libraries or on our website. Since November 1997, all our publications (including our latest annual report and strategic plan) have been posted on our website: www.cjc.qld.gov.au

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