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Crime and Corruption Commission

QUEENSLAND

# Public Report to the Parliamentary Crime and Corruption Committee

Activities of the Crime and Corruption Commission  
for the period 1 October to 30 November 2023



## About this report

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This report has been prepared by the Crime and Corruption Commission (CCC) for discussion at its public meeting with the Parliamentary Crime and Corruption Committee (PCCC) on 2 February 2024.

The report covers the period 1 October 2023 to 30 November 2023.

Some investigations undertaken by the CCC cannot be reported on publicly until they are finalised. Reporting on them could compromise a current investigation, cause reputational damage to those people under investigation or risk breaching legislation. Discussing the progress of an investigation also carries with it a risk of identifying people who are assisting by confidentially providing information to the CCC.

Similarly, it is not possible to include detailed reports on short-term or recent performance from the CCC's witness protection program.

The CCC acknowledges there is a public interest in our activities and we need to report publicly to our parliamentary oversight committee, the PCCC. The information in this report strikes a balance between providing information to the public and protecting confidential CCC processes.

More general information about our jurisdiction, work areas, roles and responsibilities can be found at [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au).

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Bruce Barbour  
Chairperson



Kathryn McMillan KC  
Deputy Chairperson



Peter Dowling AM  
Commissioner



Helen Darch OAM  
Commissioner



Simone Webbe  
Commissioner

## A message on behalf of the Commission

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I am pleased to present this report to the Parliamentary Crime and Corruption Committee (PCCC) on the activities of the Crime and Corruption Commission (CCC) for the period 1 October to 30 November 2023.

Operationally, the Crime Division progressed a major crime investigation involving the suspected professional facilitation of money laundering and drug trafficking for a syndicate suspected of involvement in trafficking and importing of dangerous drugs including heroin and methylamphetamine. It also used hearings to advance three investigations referred by the QPS — two into trafficking of dangerous drugs, and one into theft and trafficking of firearms.

The Corruption Division received 745 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 79 have been triaged as meeting the criteria of serious, systemic and strategic (SSS). Twelve new matters were referred to UPAs, subject to CCC monitoring. As at 30 November 2023, 49 matters were being monitored by the CCC. During the reporting period, the CCC finalised two corruption investigations.

Two significant pieces of strategic crime-related research are currently under way. The first is our review of the *Criminal Proceeds Confiscation Act 2002* (CPCA). A call for public submissions was made on 24 November 2023, with 19 specialist entities also invited to make submissions.

The second strategic research project will see us review the provisions in the *Police Powers and Responsibilities Act 2000* (Qld) which provides police with powers in missing persons investigations where the person is a 'high-risk missing person'. We expect the report to be tabled in Parliament in 2024.

During the reporting period, collaboration and capability development continued to be a priority. Our updated Corruption Allegations Data Dashboard will enable public sector agencies to identify areas of vulnerability and preventative responses. Our new complaints monitoring process allows greater engagement with agencies to assist their investigative capacity and build their understanding of corruption prevention. The Crime Division continues to work with law enforcement partners on cryptocurrency investigation capability, with a major strategic project due to be completed in June 2024.

Another important priority for us is transparency. We have now published five public reports detailing our progress with implementing the recommendation of the Commission of Inquiry. We want the public and our partner agencies to understand the work we do, including the reasons for and outcomes of CCC investigations. I welcome the prospect of legislative amendments to restore such transparency and will report further on this in the new year.

### ***Matters arising from the public meeting of 24 November 2023***

A formal response has been provided to the PCCC.

**Bruce Barbour**  
Chairperson

## Year-to-date highlights

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**13** crime investigations finalised



**1,855** complaints of suspected corruption received

**1,964** complaints of suspected corruption assessed



**9** recovery orders over assets totalling **\$2.219 M** forfeited to the state



**11** corruption investigations finalised



**79** law enforcement intelligence disclosures



**12** days of hearings relating to corruption investigations



**76** days of hearings relating to crime investigations



**23** Prevention recommendations made from a corruption investigation

# CCC Strategic Plan 2023–27

## Our vision

Safe communities supported by fair and ethical public institutions.

## Our purpose

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

## Our values



People



Accountability



Integrity



Courage



Excellence

### Objective: Efficient and Effective

*Delivering efficient and effective outcomes to reduce the incidence of major crime and corruption, and improve the integrity of the public sector in Queensland.*

#### Strategies:

- Improve productivity and outcomes to maximise impact.
- Enhance governance, risk and compliance processes and culture to mitigate risk.
- Advocate for legislative reform to improve our ability to anticipate and respond to the changing nature of our operating environment.
- Innovate, digitalise and automate service delivery to maximise operational efficiency and effectiveness.
- Build and use data to inform effective decision making.
- Enable a person-centred approach that reflects the perspectives of our diverse community, including First Nations peoples.

### Objective: Safe and Capable

*Developing the capability and managing the wellbeing of our people and enabling their performance through access to high-quality information and fit-for-purpose systems.*

#### Strategies:

- Develop leadership and management capability to lead change, achieve high performance, and influence connection to agency purpose.
- Nurture a safe and healthy workplace embedding a shared responsibility for the physical, psychological and cultural wellbeing of our workforce.
- Continue to enhance diversity and inclusion initiatives to harness different perspectives and build on our collective strengths.
- Deliver talent attraction and retention initiatives that reflect the changing needs of the workforce and societal expectations.
- Develop workforce capability to meet the operating needs within a complex and evolving working environment.
- Leverage and invest in technology to enhance digital capability and improve system cross-functionality.
- Invest wisely in robust information security measures to stay ahead of potential threats.

## Objective: Accessible, Accountable and Collaborative

*Being accessible and engaging with our community in a meaningful way that demonstrates our accountability and promotes confidence in our functions and the services we provide.*

### Strategies:

- Strengthen partnerships to facilitate coordination and information sharing across agencies and jurisdictions for mutual benefit.
- Ensure effective communication and timely dissemination of information to promote transparency, accountability and confidence.
- Establish a greater connection and new operating models with government, non-government organisations, private sector and universities to ensure responsible spending, access to specialist capabilities and enhance information sharing.
- Maximise opportunities with our partners to collectively use data and insights in a meaningful way.

## Objective: Continuous Improvement

*Anticipating and responding effectively to our dynamic and challenging operating environment.*

### Strategies:

- Redesign service delivery models to maximise our ability to respond to our changing environment.
- Embed a culture of continuous improvement and innovation to improve performance and maximise our impact.
- Strengthen change management practices to sustain the benefits of change.
- Establish environmental sustainability practices to minimise the impact of our operations on the environment.
- Continue to implement initiatives from reviews and inquiries to enhance public confidence.

The CCC's full strategic plan can be found on our website: [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au).

## Agency overview

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The CCC is an independent statutory body established to reduce the incidence of major crime and public sector corruption in Queensland, and to provide the state's witness protection service. It focuses on major crime that poses the greatest threat to the Queensland community and matters that erode the integrity of its public institutions.

Our crime jurisdiction enables us to investigate major crime such as drug trafficking, money laundering, and serious crimes such as homicide and offences of violence against children and vulnerable persons. Our corruption jurisdiction is broad and diverse, including State Government departments, public sector agencies and statutory bodies, QPS, Local Government, government-owned corporations, universities, prisons, courts, tribunals, and elected officials. The CCC investigates only the most serious or systemic allegations of corrupt conduct.

The Crime and Corruption Act 2001 (CC Act) sets out our agency's primary functions, powers and governance structure.

### Investigative powers

The CCC's investigative powers include search, surveillance and seizure powers. Where we conduct joint investigations with other agencies, we use these powers as well as our expertise in intelligence, financial analysis, forensic computing and covert investigative techniques.

### Investigative hearings

The CCC also has powers to conduct investigative hearings that compel people to attend and give evidence, and to produce documents and other material. Hearings are held to investigate major crime and allegations of serious corruption. The CCC can also respond quickly to incidents of terrorism by immediately conducting hearings.

### Proceeds of crime

The CCC administers the non-conviction based civil confiscation scheme contained within Chapter 2 of the Criminal Proceeds Confiscation Act 2002 (CPC Act). Under this scheme, property is liable to be restrained if it belongs to, or is under the effective control of, someone who is suspected of having engaged in serious criminal activity. Restrained property is liable to be forfeited to the state unless a person proves, on the balance of probabilities, that it was lawfully acquired.

The CCC also administers the serious drug offender confiscation order scheme contained within Chapter 2A of the CPC Act. This is a conviction-based scheme dependent upon a person's conviction of a serious drug offence under the Penalties and Sentences Act 1992.

### Intelligence

Intelligence informs and guides the CCC's operational and strategic priorities and provides support and direction to the crime and corruption areas. Our intelligence function enhances law enforcement's understanding of the criminal environment in Queensland, increases the CCC's capability to respond to threats and opportunities posed by high-risk crime groups, and enables resource allocation based on assessed levels of threat and harm.

### Research

The CCC conducts research to support the proper performance of its functions in areas such as crime, corruption, policing and the criminal justice system.

### Prevention

The CCC has a statutory function to prevent crime and corruption.



# Key deliverables

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Performance outcomes from 1 October 2023 to 30 November 2023 are detailed in the following pages.<sup>1</sup>

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<sup>1</sup> Some data variations in Corruption-related figures is possible given that the CCC's month-by-month corruption data is extracted from a live database (COMPASS).

## Objective: Efficient and Effective

### Key deliverable:

Investigating and shaping effective responses to serious and organised crime, working with and sharing intelligence with the Queensland Police Service and other law enforcement partners, and confiscating criminal profits

### Illicit markets

Illicit markets involve the exchange of illegal goods or services, or the exchange of those things in unlawful ways. The CCC is concerned with illicit market activity that enables or involves serious and organised crimes, such as illicit drugs and firearms trafficking, and produces significant financial return for offenders. These markets are pervasive, and impacts include serious health and social ramifications, and economic costs for healthcare, law enforcement and the productivity of our communities. Investigations in this area of focus may be approved under the CCC Organised Crime General Referral, or as a special intelligence operation, depending on the circumstances and purpose of the investigation.

The CCC's response to this area of focus is multifaceted and includes:

- undertaking major crime investigations, including in partnership with other law enforcement and intelligence agencies to enhance investigative outcomes and intelligence sharing.
- undertaking intelligence focused investigations to identify criminal networks, their methods and vulnerabilities, and to identify strategic responses to organised criminal activity.
- pursuing criminal proceeds investigations and taking civil confiscation action, and
- undertaking research and intelligence projects to identify emerging trends, risks, and opportunities to disrupt serious criminal activity and assess the impact of our action taken.

### Referred major crime investigations

Major crime investigations may be referred by the Queensland Police Service (QPS) for assistance, primarily through the use of the CCC's coercive hearings powers.

During the reporting period, the CCC advanced three investigations, referred by the QPS, through the examination of witnesses at hearings, including:

- an investigation into trafficking of dangerous drugs between multiple interstate locations by a syndicate with links to an OMCG,
- an investigation into the theft and subsequent trafficking of 42 firearms from a rural property at Limevale on 6 June 2023, and
- an investigation into trafficking of dangerous drugs by a Brisbane-based syndicate involving at least four individuals.

### CCC major crime investigations

During the reporting period, the CCC progressed a major crime investigation involving the suspected professional facilitation of money laundering and drug trafficking for a syndicate suspected of involvement in trafficking and importing of dangerous drugs including heroin and methylamphetamine.

## Intelligence operations

During the reporting period, the CCC progressed an intelligence operation into suspected money laundering activities, as well as the distribution and sale of illicit tobacco and vape products to retail stores throughout Queensland.

## Intelligence assessments and disclosures

The CCC analyses intelligence data about the activities of organised crime groups, their participants and facilitators, that it has collected from its own operations and assessments and discloses that intelligence to the QPS and other Commonwealth and State law enforcement agencies for their information and action. The CCC also responds to specific requests from those agencies for intelligence data and assessments about organised crime groups and participants.

Between 1 October and 30 November 2023, the CCC made 27 intelligence disclosures to law enforcement. An intelligence disclosure may contain one or more discrete information reports or intelligence products.

**Table 1: Intelligence disclosures and requests for information<sup>1</sup>**

Nature of disclosure	1 Oct– 30 Nov 2023	2023–24
CCC Investigations	2	8
Intelligence Operations	5	12 <sup>2</sup>
Referred Investigations	14	39 <sup>2</sup>
Strategic & Other <sup>1</sup>	4	16
Proceeds Matter	2	4
<b>Total</b>	<b>27</b>	<b>79</b>

**Notes:**

1. Includes disclosures in response to specific intelligence information requests made from external agencies.
2. Two (2) disclosures made under the *Telecommunications (Interception and Access) Act 1979* were mistakenly included in the data for the 1 July to 30 September 2023 reporting period. The totals for 2023-24 have been adjusted to reflect the removal of these disclosures.

### ***Strategic project: Enhancing our cryptocurrency investigation capability***

In March 2021, the CCC commenced a project to uplift the CCC's cryptocurrency capability with a focus on infrastructure, resources, and policies and procedures to support the training, administrative and operational environments for investigations involving cryptocurrency transactions. In April 2022, following completion of Stage 1 of the project, a report detailing a capability framework was completed and shared with the QPS and other State and Commonwealth law enforcement agencies. The CCC continues to collaborate with partner law enforcement agencies on Stages 2 and 3 of the project, which involves implementing several capability recommendations, to ensure mutual benefits are realised. The project is due to be completed by 30 June 2024.

## Proceeds of crime recovery

An overview of proceeds of crime outcomes related to illicit markets is provided in **Table 2**.

**Table 2: Proceeds of crime outcomes – illicit markets**

Description	1 Oct – 30 Nov 2023		2023–24	
	Number	Value	Number	Value
Restraining orders obtained	1	\$0.128	5	\$1.401 M
Forfeitures of property to the state	2	\$1.372	9	\$2.219 M

### ***Strategic project: Review of the Criminal Proceeds Confiscation Act 2002 (CPCA)(Qld)***

In July 2023, the CCC commenced a project to review the *Criminal Proceeds Confiscation Act 2002 (CPCA)*. The CPCA has not been reviewed since its inception in 2002. The review aims to identify areas for reform to ensure the CPCA remains responsive and effective in a rapidly changing organised crime environment.

In the reporting period, the review team collected intelligence and undertook research to understand the features and effectiveness of Australian asset confiscation regimes, the current criminal environment, and intersecting issues. We

also conducted four workshops with relevant agency stakeholder groups to explore and identify requirements of a contemporary asset confiscation scheme for Queensland and options to achieve such a regime.

The review team synthesised the various data collected, which informed a Discussion Paper published on the CCC website on 24 November 2023. Guided by 26 questions for consideration, the discussion paper seeks public submissions on the efficacy and efficiency of Queensland's confiscation regime, including the following areas for potential reform:

- reviewing the effectiveness of the serious drug offender confiscation scheme
- revisiting Queensland's participation in a national cooperative scheme on unexplained wealth, proceeds sharing and appropriation of recovered proceeds of crime, and
- current arrangements for the administration of the civil confiscation jurisdiction under the Act.

In the reporting period, the review's Discussion Paper was published on the CCC website. In addition to a public call for submissions, 19 entities were invited to make submissions to the review. These are enforcement agencies, Queensland stakeholder agencies, entities who may advocate for the respondent view, and legal academics with an interest in asset confiscation. Submissions closed on 22 December 2023.

At the conclusion of the review, the Commission will publish a report for consideration by the Queensland Government.

### Crimes involving loss of life or serious injury

The CCC works in cooperation with other agencies, including the QPS, to make optimal use of its available resources in responding to the most serious crimes that involve risk to life or actual loss of life or serious injuries. Our work in this area principally involves investigations referred from the QPS for assistance by way of undertaking investigative hearings. Investigations in this area of focus may be approved under the CCC Homicide, Sexual Offences, Terrorism or Organised Crime General Referral, or as a special intelligence operation, depending on the circumstances of the case.

During the reporting period, the CCC progressed three investigations, referred by the QPS, through the examination of witnesses at a hearing, including:

- an investigation into the homicide of a 32-year-old male prisoner at Capricornia Correctional Centre in October 2022
- an investigation into the suspected homicide of a 69-year-old male at a private residence in Benowa, and
- an investigation into the homicide of a 52-year-old male at Pacific Haven on 18 February 2022.

#### ***Strategic project: Review of the provisions for searching places for high-risk missing persons (Chapter 7, Part 3A of the Police Powers and Responsibilities Act 2000)***

Section 879 of the *Police Powers and Responsibilities Act 2000* (Qld) requires the CCC to review the relevant provisions in the PPRa that provide police with powers in missing persons investigations where the person is a 'high-risk missing person'. This review has commenced, and the Chairperson has corresponded with the Minister for Police and Corrective Services and the QPS Commissioner about this review. In accordance with section 879 of the PPRa, the CCC will table its report in Parliament, and will consult with the Minister in the course of preparing that report. The report is expected to be released in 2024.

### Crimes against children and vulnerable people

The CCC works with the QPS to respond to the most serious crimes involving the death, or physical or sexual abuse of children or other vulnerable people. The CCC helps the QPS solve and/or prevent these crimes through the use of our investigative hearing powers. Investigations in this area of focus may be approved under the CCC Vulnerable Victims or Criminal Paedophilia General Referral.

During the reporting period, the CCC advanced two investigations referred by the QPS, through the examination of witnesses at a hearing, including:

- an investigation relating to the grievous bodily harm believed to have been sustained by a seven-month-old child between 12 December 2021 and 27 January 2022, and
- an investigation relating to serious injuries sustained by an eight-week-old child around June 2023 resulting from multiple separate incidents of inflicted trauma.

**Key deliverable:**

**Investigating complaints which involve conduct, which is serious, systemic or of strategic risk to build trust and confidence in public institutions in Queensland**

**Complaints assessed as serious, systemic and strategic**

On 20 February 2023 the CCC's Intake and Assessment unit commenced operations under a revised complaints assessment model (CAM). Under the CAM all incoming complaints, notifications, matters and issues are entered into the complaints management system within 48 hours, and referred to the Executive Director, Intake and Assessment for triage.

The Executive Director confirms the matter falls within the jurisdiction of the CCC and then applies agreed criteria to identify matters involving alleged conduct assessed as serious, systemic and/or of strategic importance.

Matters which do not meet these criteria are referred to a team for assessment and are finalised by referral to the relevant Unit of Public Administration (UPA) or as requiring no further action.

Matters which meet these criteria are referred to a team to review and, where appropriate, conduct preliminary enquiries to better understand the alleged conduct and identify evidence that supports the conduct has or has not occurred. The matter is then briefed to the Executive Leadership Team (ELT) for an assessment decision. The ELT may assess matters as requiring no further action, appropriate for referral to a UPA to deal with – subject to outcome advice, appropriate to refer to a UPA – subject to monitoring, or appropriate for the CCC to investigate, including jointly with a UPA.

For the period 1 October to 30 November 2023, the CCC received 745 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 79 have been triaged as meeting the criteria of serious, systemic and strategic (SSS). In the same period, 64 SSS matters were assessed.

Of the 791 matters assessed, four were retained for CCC investigation, 12 were referred to the UPA – subject to CCC monitoring, 102 were referred to the UPA – subject to outcome advice, 559 were referred to the UPA – no further advice required, and 114 were assessed as requiring no further action.

**Corruption investigations**

As at 30 November 2023, the CCC is conducting 46 corruption investigations.

During the reporting period, the CCC finalised two investigations. In summary:

- One investigation resulted in a brief of evidence relating to multiple computer hacking offences being referred to the Office of the Director of Public Prosecutions for advice as to the suitability of a criminal prosecution.
- One investigation resulted in allegations being referred to the QPS for consideration of disciplinary action.

**Corruption monitoring program**

The CCC's functions include monitoring the way in which units of public administration (UPAs) manage allegations of serious and systemic corruption referred to them to deal with.

In late June 2023, the CCC implemented a new model for monitoring these types of complaints. This new operating model provides for greater engagement with UPAs to support them in dealing with and investigating matters, more flexibility on reporting timeframes based on the complexity of the matter, more structured engagement during the course of the investigation to enable the CCC to intervene if required, and greater focus on improving investigative quality and prevention outcomes.

During the period 1 October to 30 November 2023, a total of 12 new matters were referred for monitoring and 12 matters were finalised. As at 30 November 2023, 49 matters were being monitored by the CCC.

## Objective: Safe and Capable

### Key Deliverable:

Developing critical organisational capabilities including digital, analytics, intelligence and workforce

### Workforce Strategy

The Workforce Strategy 2023-27 guides the work of the CCC to foster a workforce that is capable, driven and innovative, to remain sensitive and responsive to emerging trends.

Collaborative approaches have been embraced to drive an ambitious program of work which is committed to consultation and co-design with internal stakeholders and exploring contemporary best practice approaches.

Priority employee capability and wellbeing initiatives include:

- expanding access to core workforce data through self-serve data dashboards
- enhancement of leadership and management capability to lead change, achieve high performance and influence connection to agency purpose
- development of workforce capability frameworks for priority role cohorts to meet the operating needs within a complex and evolving work environment
- redesigning the compliance learning suite to facilitate increased learning transfer and retention supporting employees to be capable and confident in meeting policy and governance requirements
- nurturing a safe and healthy workplace embedding shared responsibility for the physical, psychological and cultural wellbeing of our workforce, and
- continuing to enhance diversity and inclusion initiatives to harness different perspectives and build on collective strengths.

### Digitising the workplace

The CCC is continuing to implement its Digital Program, which leverages the investments already made by the CCC to progress the agency's digital maturity. The Digital Program objectives are to:

- improve the resilience of the CCC and the connectedness, efficiency and effectiveness of the service delivery model in order to get ahead of the increasingly sophisticated crime and corruption the CCC pursues, and
- improve the experiences stakeholders have when acting within the CCC service delivery ecosystem either when working at the CCC or interacting and collaborating with the CCC.

Activities progressed or delivered during this reporting period include:

- **Application Portfolio Management:** The CCC has completed the development of an Application Portfolio Management framework which will support management of the entire lifecycle of applications from inception to retirement to allow improved efficiency of the IT environment. This framework will be supported by an Application Classification Map and Application Custodian Guidelines which have been developed and are anticipated to be implemented by February 2024. During the period, critical applications nearing end of life or undergoing major upgrades were reviewed in consultation with vendors, business owners and Information Technology. This process will inform the FY2024/25 business planning process.

- **Digital GRC:** The CCC continues working to improve the efficiency and effectiveness of the digital Governance Risk and Compliance solution. This work, being undertaken with an external vendor, will enhance the platform stability, improve reporting automation and enhance the user experience. This work is expected to be completed by June 2024.
- **Corruption Investigation Case Management System:** This project seeks to deliver a technical solution that will improve the efficiency, effectiveness and quality of corruption investigations and consolidate information holdings. The CCC commenced a Request for Information (RFI) process, including vendor demonstrations, which will be used to guide the next stage of the procurement process.
- **Legal Practice Management System:** The CCC is seeking to implement a digital solution to help manage its internal legal function. The CCC had commenced a procurement process to identify a fit-for-purpose solution that will adhere to the CCC's security policies. Negotiations continue with the preferred vendors concerning probity checks for their personnel.
- **Human Resource Information System (HRIS):** The CCC is seeking to procure a digital solution to improve workforce management by having a single source of truth for HR-related information, consolidating several disparate, unconnected HR systems, resolve data accuracy issues, and enable automated reporting and holistic workforce management. The project board approved the scope of the project and procurement approach in December 2023, and are expected to approve the business and functional requirements in January 2024 in preparation for the procurement phase of the project.

## Advancing analytics

Analytics remains a critical capability for the CCC. Analytics initiatives are contributing to the modernisation of the organisation by reducing information silos, leveraging the value of our significant data assets and promoting a data-driven culture.

Activities progressed or delivered during this reporting period include:

- **Analytics Data Warehouse (ADW):** COMPASS data was migrated into the ADW production environment in October 2023. This is an essential step for the CCC to enable rapid production of corruption-related insights to inform both CCC strategic and operational decisions, and inform UPAs about corruption risks relative to their environment.
- **Intake and Assessment dashboard:** A dashboard to assist monitoring of the performance of the Intake and Assessment function is now automated and drawing COMPASS data from the ADW.
- **Monitoring dashboard:** A dashboard to measure the performance of the monitoring function is in development.
- **Corporate dashboards:** Improvements have been made to improve the efficiency of the refresh of the HR Dashboard. The improved process was launched in November 2023.
- **Corruption Allegations Data Dashboard:** The CADD data up to 30 June 2023 was published on the CCC website on 12 December 2023.

## Objective: Accessible, Accountable and Collaborative

### Key Deliverable:

Ensuring effective communication and timely dissemination of information to promote a culture of transparency, accountability and confidence

### Implementing our renewed corruption prevention and engagement function

The CCC has established a new Corruption Prevention and Engagement unit to embed a corruption prevention and policy focus into practice and strengthen our communication and engagement with the public sector to support their corruption prevention efforts.

In this reporting period, work has progressed in scoping and planning for the development of a Data and Insights Plan. Once developed, the Plan will guide how we collect, analyse and use corruption-related data and share our insights to better support understanding of corruption risk across the public sector.

As part of implementing and embedding an integrated operating model across the division, work has occurred this reporting period on the ongoing development of a Complaints Prioritisation Model to support and guide assessment decision making on matters triaged as serious, systemic or strategic (SSS).

Work defining and scoping a trial to implement a thematic monitoring model to expand the scale and impact of the CCC's monitoring function has also progressed this reporting period with the trial scheduled to commence in early 2024.

In relation to our corruption prevention engagement, some of our initiatives undertaken during the period include:

- Fraud Awareness Week was recognised between 12-18 November 2023. The theme for this year's Fraud Awareness Week was "Fraud Prevention in Focus". The CCC's campaign encouraged CCC employees, UPA liaison officers and public officials to recognise the red flags of fraud. Activities included communication from the Chairperson to all public officials and liaison officers, website content with curated resources to support fraud detection and prevention, communication from the CEO to CCC staff and updated intranet content for staff to refer to.
- Work continued supporting the Independent Commission Against Corruption Northern Territory (ICAC NT) to plan the next Australian Public Sector Anti-Corruption Conference (APSACC) scheduled to be held in Darwin in July 2024.
- Work also occurred planning an internal and external engagement campaign for International Anti-Corruption Day (IACD) on 9 December 2023.



## Objective: Continuous improvement

### Key Deliverable:

Implementing the recommendations from the Commission of Inquiry into the CCC

### CCC response to Commission of Inquiry (COI):

The CCC received \$20.849 million over four years in the 2023-24 budget to develop and manage the program and implement specific initiatives. During the period, the CCC has commenced recruitment of key critical roles to deliver the COI recommendations including developing our prevention and engagement functions, and increasing our technical capacity in Data and Analytics which is pivotal to increasing our prevention focus. The CCC has provided 14 progress reports to the Minister, the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner. As at 9 December 2023, the CCC has implemented 11 recommendations in full and made significant progress on 16 recommendations. The remaining five either require legislative amendments (which are therefore dependent on government), relate to future reporting requirements or are not the responsibility of the CCC. The CCC has also published five progress reports on its website (<https://www.ccc.qld.gov.au/publications>).

### Corruption complaint lodgement and assessment processes:

The new corruption complaint lodgement and assessment model, which reflects a more customer-centric approach and leverages data to facilitate greater decision-making, continues to embed. The implementation of a management dashboard enables timely monitoring of performance metrics to facilitate active management of the complaint lodgement and assessment processes.

### Corruption monitoring process:

The CCC has implemented a new approach to monitor the way units of public administration deal with allegations of corrupt conduct. Reflecting the objectives of the Corruption Strategy, the new operating model provides for greater engagement with units of public administration, places more tension on investigation timelines, and focuses on both investigative quality and implications for corruption prevention. Work is underway to develop a management dashboard to facilitate active management of the monitoring function.

### Corruption investigation review:

In July 2023, the CCC engaged independent external consultants to review the corruption investigation function. The purpose of the review was to assess the existing operating model and identify recommendations to improve the efficiency and effectiveness of corruption investigations. The CCC received the final report and the Senior Executive Officer (Corruption) is considering next steps to improve the corruption investigation function.

# Key statistics 2023–24

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Key statistics for the 2023–24 financial year are detailed in the following pages.<sup>2</sup>

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<sup>2</sup> All financial year 2022–23 data is for the period 1 July 2023 to 30 November 2023.

## CCC crime and corruption investigations

**Table 3: Summary – Crime investigations<sup>1</sup>**

Description	Number
Total number of investigations commenced	12
Total number of investigations finalised	13
People charged <sup>2</sup>	5
Charges laid	70
Law enforcement intelligence disclosures	79

**Notes:**

1. Crime investigations include CCC Crime Investigations, Referred Crime Investigations, CCC Intelligence Operations and Immediate Response Investigations.
2. Figures in relation to people charged and charges laid do not include those arising from investigations in which the CCC participated or assisted other law enforcement agencies.

**Table 4: Summary – CCC corruption investigations**

Description	Number
Total number of investigations commenced	26
Total number of Investigations finalised	11
Corruption investigation clearance rate: finalised/commenced <sup>1</sup>	42%
People charged	0
Charges laid	0
Recommendations for disciplinary action	2
No. of people	1
Prevention recommendations	23

**Note:**

1. This key performance indicator (KPI) measures the number of investigations commenced and finalised in the reference period (i.e. 1 July to 30 November 2023). The target clearance rate for the 2023/24 financial year is 80%. In the reference period, 26 investigations were commenced and 11 were finalised, making the current clearance rate 42%. The primary factor contributing to the low performance against this KPI is the unusually high number of investigations recently commenced (n= 26). Performance is currently off-target but expected to recover over the course of the year as these newly commenced investigations progress.

**Table 5: CCC corruption investigations – QPS**

Description	Number
Number of investigations commenced	0
Number of investigations finalised	2
People charged	0
Charges laid	0
Recommendations for disciplinary action	2
No. of people	1
Prevention recommendations	0

Table 6: CCC corruption investigations – other units of public administration (excluding QPS)

Description	Number
Number of investigations commenced	26
Number of investigations finalised	9
People charged	0
Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	23

Table 7: Duration of current CCC corruption investigations

Duration of investigation	Number	% of total matters
< 6 months	30	65 %
6-12 months	12	26 %
> 12 months	4	9 %
<b>Total</b>	<b>46</b>	<b>100 %</b>

## Complaints

Table 8: Complaints received and assessed

Description	Number/ Percentage
Total complaints received <sup>1</sup>	1,855
% increase or decrease when compared to 2022–23	▲ 18 %
Percentage of complaints assessed within 30 days (target: 85%) <sup>2</sup>	47 %
Total allegations received	4,078
% increase or decrease when compared to 2022–23	▲ 11%
% allegations relating to the QPS	58 %
% allegations relating to other units of public administration (excluding QPS)	42 %
Total complaints assessed	1,964

**Notes:**

1. The number of complaints by sector (in Tables 9 & 10) maybe higher than the total complaints received in Table 8 as one complaint may relate to multiple sectors.
2. There has been a decrease in timeliness of our assessments. This is expected for a period of time noting the significant change processes implemented within our complaint intake and assessment unit earlier this year and due to recruitment and resourcing challenges.

Table 9: Complaints received – QPS<sup>1</sup>

Description	Number/ Percentage
Complaints received	1,012
% increase or decrease when compared to 2022–23	▲ 8 %
Allegations received	2,345
% increase or decrease when compared to 2022–23	▲ 3 %

Notes:

1. Complaints by Aboriginal and Torres Strait Islander people comprised 4 % of the total complaints made against QPS officers (sworn officers and civilian staff), which is consistent when compared to the same period in 2022–23.
2. The increase in QPS complaints, when compared to the first quarter of 2022/23, reflects the findings of the Commission of Inquiry into QPS responses to DV released in October 2023 which has resulted in increased complaints related to DV matters, and cultural issues more broadly (bullying, harassment, racism and sexism).

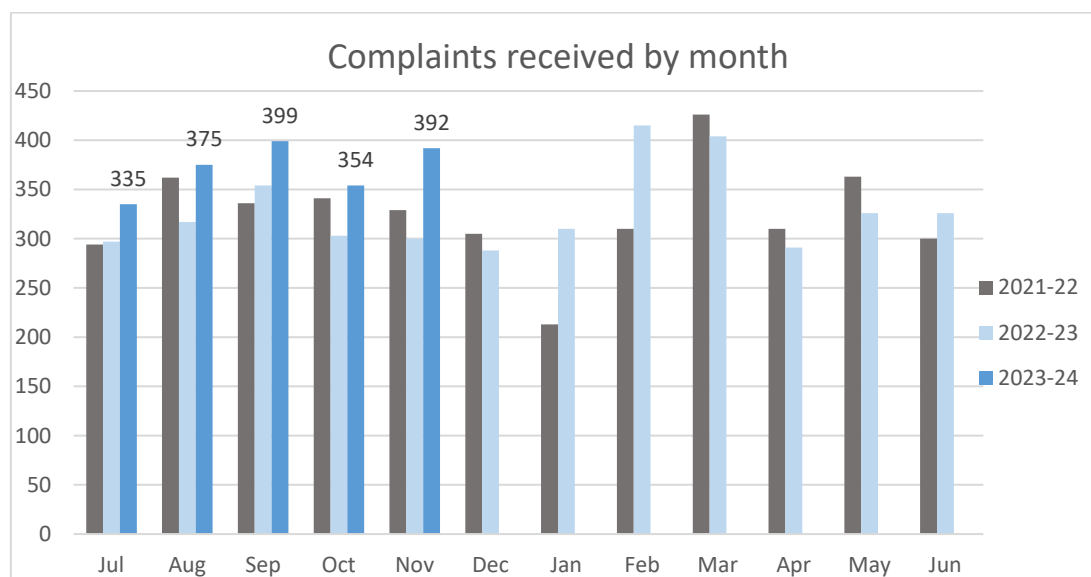
Table 10: Complaints received – other units of public administration (excluding QPS)

Description	Number/ Percentage
Complaints received for public sector <sup>1</sup> (Including government owned corporations and Members of Parliament)	762
% increase or decrease when compared to 2022–23	▲ 33 %
Allegations received for public sector <sup>2</sup> (Including government owned corporations and Members of Parliament)	1,457
% increase or decrease when compared to 2022–23	▲ 20 %
Complaints received for local government sector <sup>3</sup>	149
% increase or decrease when compared to 2022–23	▲ 96 %
Allegations received for local government sector	276
% increase or decrease when compared to 2022–23	▲ 58 %

Notes:

1. The number of complaints by sector may be higher than total complaints received as one complaint may relate to multiple sectors.
2. The increase in public sector complaints, when compared to the same period of 2022/23 reflects that last year the Commission of Inquiry into the CCC was ongoing and the report of Professor Coaldrake was released on 28 June 2022.
3. The increase in local government complaints, when compared to the same period of 2022/23, reflects the low base number of complaints received in 22-23.

Figure 1: Total number of complaints received: 2021–22 to 2023–24<sup>1</sup>



**Note:**

1. CCC corruption complaints data is recorded on a live database. Consequently, historical data may not be consistent across different reporting periods.

**Table 11: Outcomes of complaints assessed**

Description	Number
Retained for CCC investigation	26
Referred to the appropriate agency, subject to the CCC’s monitoring role	31
Referred to the appropriate agency, outcome advice required by the CCC	340
Referred to the appropriate agency, with no further advice required by the CCC	1,202
Requiring no further action	365
<b>Total complaints assessed</b>	<b>1,964</b>

## Monitoring allegations of corruption referred to other agencies

**Table 12: Reviews of referred matters**

Description	Number/ Percentage
Median days <sup>1</sup> to complete a review (target 30 days)	21
increase or decrease when compared to the same period 2022–23	▼ 12 days
Final reviews	35
QPS reviews	11
Public sector reviews (including local Government)	24
Interim reviews	55
QPS reviews	25
Public sector reviews (including local Government)	30
Reviewable decisions <sup>2</sup>	22

**Notes:**

1. Median days calculated using a 7-day week.
2. A reviewable decision is a decision made by a prescribed police officer in an internal disciplinary process against a prescribed person (that is, another police officer who is generally referred to as the subject officer) concerning an allegation of police officer misconduct. The term reviewable decision is defined in section 219BA of the CC Act.

## Oversight of police-related deaths and significant events

The CCC is informed of all police-related deaths and significant events involving police. The CCC may elect to attend an incident where a police officer has discharged a firearm, regardless of whether there have been injuries or deaths. The significant events included self-harm, injuries caused in custody, injuries sustained in traffic incidents including pursuits and police shootings.

**Table 13: Summary of police-related deaths and significant events**

Description	Number
Police-related deaths	6
Notifications of significant events QPS	13

## Proceeds of Crime

Table 14: Proceeds of crime outcomes

Description	Number	Value
Restraining orders obtained	5	\$1.402 M
Forfeitures of property to the state	9	\$2.219 M
Settlement negotiations	1	\$0.103 M

Figure 2: Value of criminal proceeds restrained: 2018–19 to 2023–24

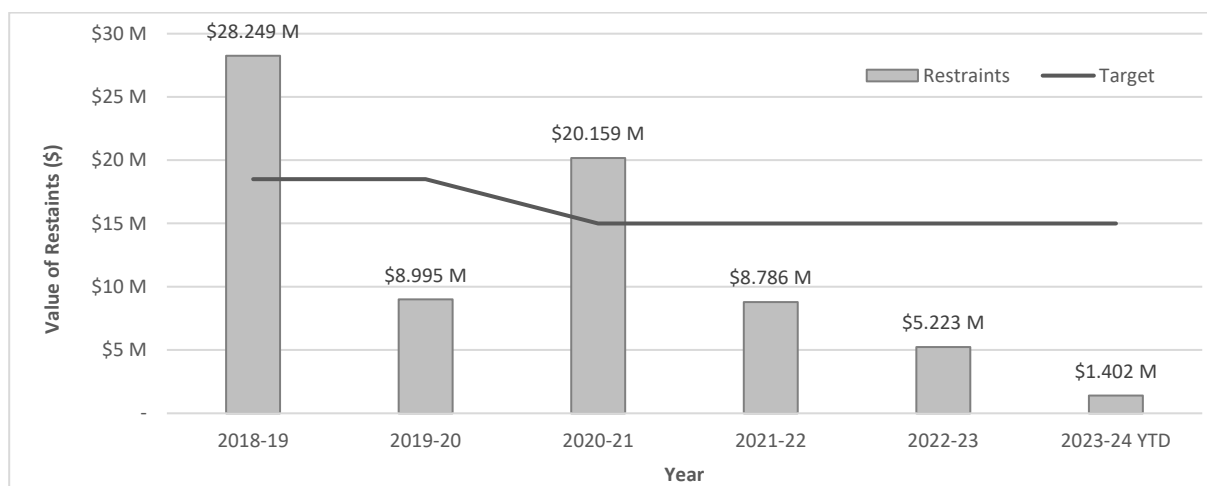


Figure 3: Value of criminal proceeds forfeited: 2018–19 to 2023–24

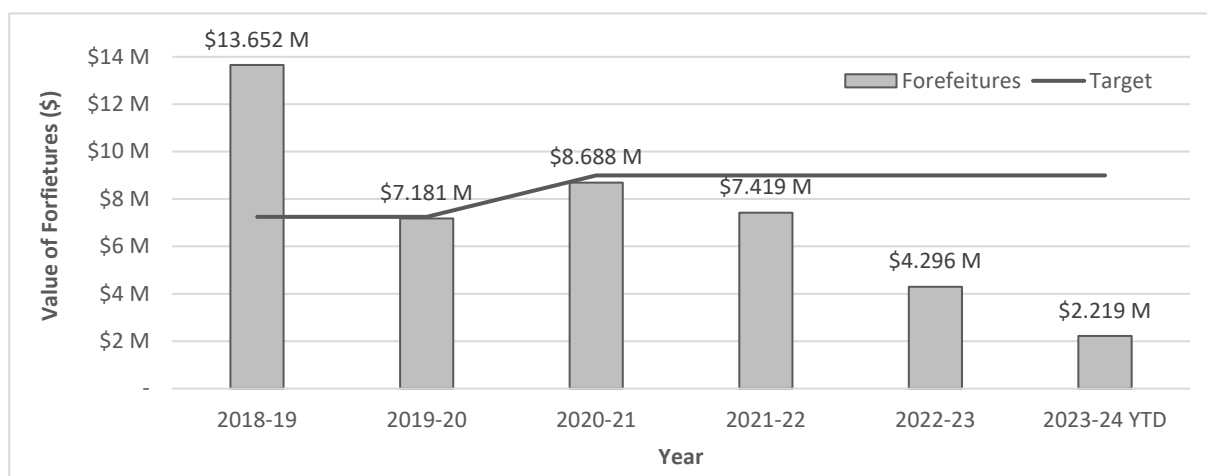


Table 15: Matters in progress

Description	Number	Value
Civil confiscation matters involving restrained property	26	\$36.862 M
Matters pending restraint	21	\$17.500 M

Table 16: Total restraints and forfeitures (since 2002)

Description	Value
Restrains	\$318.647 M
Forfeitures	\$144.796 M

## Hearings

Table 17: CCC hearings overview

Description	Crime investigation hearings	Crime intelligence hearings	Corruption investigation hearings
Hearing days	73	3	12
Witnesses attending	63	3	13
Attendance notices served	78	4	13

## Legal services

Table 18: Queensland and Civil and Administrative Tribunal (QCAT) proceedings

Description	Number
Review applications filed	2
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings) <sup>1</sup>	16
Police disciplinary matters finalised	1
Ongoing corrupt conduct proceedings	1
Ongoing disciplinary review matters <sup>2</sup>	14
Appeals before the Appeal Tribunal <sup>3</sup>	4

**Notes:**

1. The data is as at 30 November 2023.
2. This number does not include one matter remitted from the Appeal Tribunal as it is to be determined with an ongoing related disciplinary review matter.
3. These figures include a matter which is a reference on an interlocutory question of law from the QCAT Appeals Tribunal to the Court of Appeal.

Table 19: Other legal proceedings

Description	Number
Judicial reviews	0
Section 195 appeals (Supreme Court) <sup>1</sup>	1
Contempt Applications (Supreme Court) <sup>2</sup>	1
Supreme Court proceeding (other than Contempt) <sup>3</sup>	1
Court of Appeal Matters <sup>4</sup>	1
High Court Matters <sup>5</sup>	1
Other Court Matters <sup>6</sup>	2

**Notes:**

1. Matter was finalised by the Supreme Court (contempt matter) on 5 October 2023.
2. This matter was finalised on 3 October 2023.
3. Matter determined by judgment delivered on 13 September 2023.
4. Includes matters in which the CCC was involved in litigation over subpoenas/summonses (in District and Magistrates Courts). Where subpoenas were dealt with without attendant litigation, they have not been included in the calculations. The reporting also includes a matter before the Queensland Industrial Relations Commission, which is finalised.

## Police Service Reviews

Commissioners for Police Service Reviews (Review Commissioners) review grievances that police officers may have about promotions, transfers or disciplinary action. To ensure the transparency and independence of the review process, Queensland Police Union of Employees representatives have a standing invitation to attend promotion, transfer and disciplinary review hearings as observers.

When a review matter progresses to a hearing, the Review Commissioner is empowered to consider the material presented and prepare written recommendations for the attention of the Commissioner of Police (Commissioner), who makes the final decision. If a recommendation is not accepted, the Commissioner must provide the Review Commissioner with a statement of reasons for non-acceptance.



The CCC provides secretariat support to Review Commissioners. The secretary coordinates review applications and schedules hearings with Review Commissioners and relevant parties. Review Commissioners, and the review process, are independent of the CCC.

**Table 20: Police Service Review – Outcome of matters**

Police Service Review matters	Promotion	Transfer	Discipline
Matters lodged in 2023-24	9	6	0
Matters carried forward from 2022-23 <sup>1</sup>	0	0	0
Matters heard	10	0	0
Matters progressing to hearing	3	0	1
Matters pending (e.g. awaiting papers or hearing outcomes)	3	0	0
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	2	1	0

**Note:**

1. 6 matters carried forward from 22-23 were heard or finalised in 23-24 reporting period.

## Workforce composition

**Table 21: Full-time equivalents (FTE) as at 1 December 2023**

Count of actual FTE	Employment type			
	Permanent	Temporary	Casual	Total
Crime	58.7	1	1.09	60.79
Corruption	84.11	2	-	86.11
Operations Support	69.2	2	0.46	71.66
Strategy and Renewal	17	5	-	22
Office of the Commission	9.8	-	-	9.8
Corporate Services	24.6	1	-	25.6
Information Services	19.8	1.6	-	21.4
Legal, Risk and Compliance	20.3	-	-	20.3
<b>Total sum of staff FTE<sup>1,2</sup></b>	<b>303.51</b>	<b>12.6</b>	<b>1.55</b>	<b>317.65</b>

**Notes:**

1. Reported data is Paid FTE data derived from the payroll period ending 1 December 2023, sourced from CCC HR Dashboard 4 December 2023 (refresh date) and includes staff who are on paid long-term leave (such as parental leave and ill health leave).
2. Reported data includes commission officers on secondment to the CCC but continuing to be funded by their home agency (such as QPS).

## Appendix A Liaison meetings of the Chairperson

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- On 4 October 2023, Mr Bruce Barbour met with the Honourable Yvette D’Ath MP (Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence) and her Chief of Staff, Mr Simon Zanatta to discuss matters of mutual interest.
- On 5 October 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 12 October 2023, Mr Bruce Barbour and Ms Jen O’Farrell (Chief Executive Officer) met with Professor Ian O’Connor AC (appointed to undertake the Strategic Review of the Queensland Audit Office) and Ms Robyn Speed (Partner, Audit & Assurance, Moore Australia) to discuss the Strategic Review.
- On 1 November 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 14 November 2023, Mr Bruce Barbour met with Deputy Commissioner Steven Gollschewski (Special Coordinator, Police and Emergency Services Reform) via Microsoft Teams to discuss matters of mutual interest.
- On 16-17 November 2023, Mr Bruce Barbour and Ms Jen O’Farrell (Chief Executive Officer) hosted the National Integrity Commissioner and CEOs bi-annual meeting.
- On 23 November 2023, Mr Bruce Barbour met with the Honourable Yvette D’Ath MP (Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence) and her Chief of Staff, Mr Simon Zanatta and Ms Jasmina Joldic (Acting Director-General, DJAG) to discuss matters of mutual interest.
- On 23 November 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 27 November 2023, Mr Bruce Barbour and Ms Jen O’Farrell (Chief Executive Officer) met with Mr Michael Forde (Chair, Complaints Oversight Board), Ms Amy Rosanowski (Complaints Clearinghouse Governance Project) and Ms Jane Hartley (Complaints Clearinghouse Governance Project) to discuss the complaints clearinghouse project.

## Appendix B    Media

<b>Media releases</b>	
24 November 2023	CCC calls for submissions on legislation to confiscate profits related to illegal activity
<b>Media interviews</b>	
Nil	No media interviews were conducted during the reporting period.
<b>Media conferences</b>	
Nil	No media conferences were conducted during the reporting period.
<b>CCC social media</b>	
30 November 2023	As at 30 November, the CCC had 1556 X (formerly known as Twitter) followers, 2284 Facebook followers, 110 YouTube subscribers and 1596 LinkedIn followers

## Appendix C External presentations

Date	Presenter and title	Audience	Topic
<b>October 2023</b>			
3 October 2023	Mr Cameron Rentz Executive Director Crime Hearings & Legal, and  Ms Anagha Joshi A/Director Proceeds of Crime	QPS Oxley Training Academy for the QPS Financial Crimes Investigator Course	<i>CCC Referred Crime Hearings</i>  <i>CCC Proceeds of Crime</i>
25 October 2023	Ms Katherine Fisher, Director Strategic Insights and Prevention, and  Ms Jenny Combes Director Human Resources	Bond University criminology and psychology students - in person	<i>Criminology and Psychology Careers Panel Event – discussed what it is like to work at the CCC and the type of role options relevant to the audience.</i>
31 October 2023	Mr Bruce Barbour, Chairperson	Australasia and Pacific Ombudsman Conference	<i>Through the Ombudsman Looking Glass – Now and into the Future</i>
<b>November 2023</b>			
3 November 2023	Ms Rhiannon Boden, Executive Director Corruption Prevention & Engagement	Corruption Prevention Network Queensland (CPNQ) Annual General Meeting (AGM) – in person	<i>Corruption Division's Year in Review and year ahead</i>
16 November 2023	Mr Peter Le Clercq, Executive Director Corporate Services, and  Ms Pam Potter, Human Capital Capability Director	Integrity Agency Commissioners and CEO Forum	<i>Cross-jurisdictional Corruption Capability Working Group Options Paper for taking a national approach to building Corruption Investigators capability</i>
21 November 2023	Mr Bruce Barbour, Chairperson	National Public Sector Governance Forum	<i>Panel discussion - National Anti-Corruption Commission and State Integrity Commissioners</i>
22 November 2023	Ms Jen O'Farrell, Chief Executive Officer	Queensland Treasury Corporation – Staff Forum	<i>Fraud and corruption risks</i>



## Crime and Corruption Commission

QUEENSLAND

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