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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 July 2023 to 30 September 2023



About this report

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 24 November 2023.

The report covers the period 1 July 2023 to 30 September 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.

Contents

About this report.....	2
A message on behalf of the Commission.....	4
Year-to-date highlights	6
CCC Strategic Plan 2023–27	7
Agency overview	9
Key deliverables	10
Objective: Efficient and Effective.....	11
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	11
Investigating complaints which involve conduct, which is serious, systemic or of strategic risk to build trust and confidence in public institutions in Queensland.....	13
Objective: Safe and Capable.....	15
Developing critical organisational capabilities including digital, analytics, intelligence and workforce.....	15
Objective: Accessible, Accountable and Collaborative	16
Ensuring effective communication and timely dissemination of information to promote a culture of transparency, accountability and confidence	16
Objective: Continuous improvement.....	17
Implementing the recommendations from the Commission of Inquiry into the CCC.....	17
Key statistics 2023–24	18
Appendix A Liaison meetings of the Chairperson	26
Appendix B Media.....	27
Appendix C External presentations.....	28



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

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 July to 30 September 2023.

This is the first report aligned with our new four-year strategic plan which was published on our website on 30 June 2023. Our 2023-2027 Strategic Plan contains four objectives for the CCC which are:

- **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.
- **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.
- **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.
- **Continuous Improvement:** Anticipating and responding effectively to our dynamic and challenging operating environment.

Information about our performance and activities in this report are included under each objective and in the provision of key statistics for the 2023-24 financial year. This report also follows the CCC's 2022-23 Annual Report being tabled in State Parliament on 29 September 2023. The Annual Report is available from both the Queensland Parliament's online tabled papers database and our website.

I have stated previously that our momentum to implement the recommendations from the Commission of Inquiry into the CCC would continue into this financial year. As at 30 September 2023, the CCC has implemented 11 recommendations in full and made significant progress on 16 recommendations. The remaining five either require legislative amendments, relate to future reporting requirements or are not the responsibility of the CCC. We have now provided ten progress reports to the Minister, the PCCC and the Parliamentary Crime and Corruption Commissioner. Our latest public progress report on the recommendations was published on our website on 8 September 2023. Further updates on our progress can be found later in this report.

Our operational work combating major crime and reducing corruption for the benefit of Queenslanders is also gathering momentum as we advance through a new financial year.

Understanding the activities of organised crime underpins our work. 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. We disclose that intelligence to the Queensland Police Service (QPS) and other Commonwealth and State law enforcement agencies for their information and action. The CCC made 54 intelligence disclosures in this reporting period to law enforcement. We also progressed an investigation into the suspected money laundering and drug trafficking facilitated by a criminal syndicate, which is alleged to be involved in the trafficking and importing of dangerous drugs including heroin and methylamphetamine.

We held hearings to assist the QPS investigate crimes involving the loss of life or serious injury and crimes against vulnerable people or children. These hearings included matters related to the grievous bodily harm of a six-month old child and the homicide of a 35-year-old man at Kuraby in October 2017.

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 Queensland's legislation remains responsive and effective in a rapidly changing organised crime environment.

From 1 July to 30 September 2023, the CCC's Corruption Division received 1,128 complaints, notifications and matters identified as falling within our jurisdiction. As at 30 September 2023, there are 45 corruption investigations that remain ongoing, and we are monitoring 62 matters being dealt with by the public sector.

We also remain focused on developing our critical organisational capabilities and to improve our systems and digital platforms so our people can be more effective and efficient. Enhancing our digital, analytics, intelligence and workforce capabilities will provide an environment for improved service delivery.

Finally, following the delivery of the judgment of the High Court of Australia in *Crime and Corruption Commission v Carne* [2023] HCA 28, the CCC advised it would seek urgent legislative amendment because having the ability to report on matters relating to its investigations is vital so the public, the public sector and elected officials can understand the reasons for and outcomes of CCC investigations. The inability to report on matters uncovered in such investigations reduces transparency and is clearly not in the public interest in our view. It remains the position of the CCC that urgent legislative amendment is necessary.

Matters arising from the public meeting of 15 September 2023

No matters requiring further reporting were raised at this meeting.

Mr Bruce Barbour

Chairperson

Year-to-date highlights



5 crime investigations finalised



1,128 complaints of suspected corruption received

1,113 complaints of suspected corruption assessed



6 recovery orders over assets totalling
\$0.847 M forfeited to the state



9 corruption investigations finalised



54 law enforcement intelligence disclosures



9 days of hearings relating to corruption investigations



41 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.

Agency overview

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

Performance outcomes from 1 July 2023 to 30 September 2023
are detailed in the following pages.¹

¹ 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, two illicit market referred investigations were advanced by the examination of witnesses at hearings. These investigations related to:

- an investigation into a criminal network with alleged links to an Outlaw Motorcycle Group (OMCG) suspected to have been engaged in trafficking dangerous drugs, the commission of offences against the Weapons Act 1990, and money laundering, and
- an investigation into the suspected trafficking of dangerous drugs between Sydney, Brisbane, Rockhampton and Mackay by a syndicate with links to an OMCG.

CCC major crime investigations

During the reporting period, the CCC progressed an investigation into the suspected money laundering and drug trafficking facilitated by a criminal syndicate, which is alleged to be involved in the trafficking and importing of dangerous drugs including heroin and methylamphetamine.

Intelligence operations

During the reporting period, the CCC did not finalise any intelligence operations.

During the reporting period, the CCC progressed one intelligence operation.

- an investigation into suspected money laundering activity by a criminal organisation

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 July and 30 September 2023, the CCC made 54 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 information¹

Nature of disclosure	1 Jul – 30 Sep 2023	2023–24
CCC Investigations	6	6
Intelligence Operations	8	8
Referred Investigations	26	26
Strategic & Other ¹	12	12
Proceeds Matter	2	2
Total	54	54

Notes:

1. Includes disclosures in response to specific intelligence information requests made from external agencies.

Strategic projects

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 is currently synthesising the various data collected, with a view to improving commentary and questions for a Discussion Paper which will be published before the end of 2023.

- 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 team commenced qualitative analysis of content generated from four workshops held throughout August; commenced qualitative analysis on the intent of proceeds of crime legislation in Australian jurisdictions; commenced drafting how Queensland’s asset confiscation regime operates in practice; and continued stakeholder engagement. The review team is currently synthesising the collected data to draft commentary and questions for a Discussion Paper.

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.

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 Jul – 30 Sep 2023		2023–24	
	Number	Value	Number	Value
Restraining orders obtained	4	\$1.273 M	4	\$1.273 M
Forfeitures of property to the state	6	\$0.847 M	6	\$0.847 M

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 finalised three referred investigations, which were advanced by the examination of witnesses at a hearing. These involved:

- the homicide of a 35-year-old man at Kuraby on 25 October 2017
- a robbery and subsequent acts committed by persons believed to be members of an OMCG against a 34-year-old male at Marsden on 7 July 2022, and
- the attempted murder of a man on 8 April 2023 at Coominya.

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 finalised two referred investigations, which were advanced by the examination of witnesses at a hearing. These involved:

- the grievous bodily harm of a six-month-old child, and
- child exploitation material offences and other offences of a sexual nature alleged to have been committed by a male in Bellmere (Qld), Albury (NSW) and Wodonga (Vic).

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 (CAM). Under the CAM all incoming complaints, notifications, matters and issues are entered into the complaints management system (COMPASS) 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 July to 30 September 2023, the CCC has received 1,128 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 124 have been triaged as meeting the criteria of serious, systemic and strategic (SSS). In the same period, 178 SSS matters were assessed.

Of the 178 matters assessed, 22 were retained for CCC investigation, 20 were referred to the UPA – subject to CCC monitoring, 90 were referred to the UPA – subject to outcome advice, 2 were referred to the UPA – no further advice required, and 44 were assessed as requiring no further action.

Corruption investigations

As at 30 September 2023, the CCC is conducting 45 corruption investigations.

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

- One joint QPS and CCC investigation has been finalised, as the QPS no longer required the CCC's assistance.
- Seven investigations found the allegations were not substantiated in relation to allegations of a misuse of authority and improper influence. These investigations concerned alleged conduct involving several officers in one UPA.
- One investigation found the allegations could not be proven to amount to criminal offences in relation to misappropriation, misuse of resources and failure of duty. However, disciplinary action was taken against the officer by the UPA.

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 with³.

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 July to September 2023, a total of 20 new matters were referred for monitoring and 23 matters were finalised. As at 30 September 2023, 62 matters were being monitored by the CCC.

Objective: Safe and Capable

Key Deliverable:

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

Digitising the workplace

The CCC is continuing to progress 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 commenced development of the framework to manage the application portfolio. This framework will support management of the entire lifecycle of applications from inception to retirement to allow improved efficiency of the IT environment. During the period, guidelines to improve data custodian responsibilities and an application classification framework commenced development.
- **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 automations and enhance the user experience.
- **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 has implemented a strong governance structure to oversee the project and has commenced a procurement process to identify a fit-for-purpose solution that will adhere to the CCC's security policies.
- **Legal Practice Management System:** The CCC is seeking to implement a digital solution to help manage its internal legal function. The CCC is in the final stages of a procurement process to identify a fit-for-purpose solution that will adhere to the CCC's security policies.
- **Human Resource Information System:** The CCC is seeking to procure a digital solution to improve workforce management by having a single source of truth for HR-related information. The HRIS will consolidate several disparate, unconnected HR systems, resolve data accuracy issues, and enable automated reporting and holistic workforce management. The project board was established to establish the project scope, business and user requirements and determine an appropriate procurement strategy.

Advancing analytics

Analytics is 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.

The priority continues to be preparatory work to enable the CCC, and ultimately the broader public sector, to leverage the value of the CCC's corruption complaints and outcomes holdings. During the period, work has advanced creating a new data structure that will enable efficient reporting of this data. 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 UPAs about corruption risks relative to their environment.

New dynamic data dashboards have been developed to support the management of the corruption complaint lodgement and assessment processes. A new dashboard to improve the CCC's ability to monitor the way units of public administration deal with allegations of corrupt conduct is also in development. Existing dashboards relevant to human resources management, financial management and strategic project delivery have been updated and improved.

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.

The Corruption Prevention and Engagement unit's key priorities are outlined in the Corruption Strategy 2023–2027 and include:

- developing and implementing a Data and Insights Plan to guide how we collect, analyse and use corruption-related data and share our insights
- implementing and embedding an integrated operating model across the division to focus Corruption Division services on serious and systemic corruption
- implementing improved stakeholder engagement and communication practices to support greater collaboration and sharing of information with the public sector
- increasing stakeholder awareness of corruption prevention material, including Corruption in Focus and the Corruption Allegations Data Dashboard
- supporting the implementation of a new complaint monitoring model to support better oversight and management of public sector complaints
- maturing and expanding the scale of monitoring through leveraging the CCC's data and analytics capability.

During this reporting period, recruitment to new positions within this team has occurred and work is progressing on delivering against the key priorities outlined in the Corruption Strategy 2023 -2027.

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 ten progress reports to the Minister, the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner. As of 30 September 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 three 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 process, which has been designed to deliver a more customer-centric approach and leverage data to facilitate greater decision-making consistency, continues to embed. Leveraging the CCC's data and analytics capabilities, further enhancements have been made to the management dashboard to facilitate active management of the complaint lodgement and assessment process.

Corruption monitoring process:

In June 2023, the CCC implemented a new approach to review the way the CCC monitors 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 earlier engagement with units of public administration at the beginning of an investigation to establish the terms of reference and high-level timeframes, more flexibility to enable the CCC and unit of public administration to agree a reporting and compliance schedule that reflects the nature of the individual investigation (within established targets), more structured CCC engagement and follow-up during the course of the investigation to enable the CCC to intervene if required, and a more balanced focus on both investigative quality and implications for corruption prevention. Work is underway to improve the ability to monitor the performance of the function.

Corruption investigation review:

In July 2023, the CCC engaged independent 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. Preliminary discovery sessions, reviews of policy and process, interviews with key stakeholders and investigators, and data analysis was conducted during the period.

Key statistics 2023–24

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

² All financial year 2022–23 data is for the period 1 July 2022 to 30 September 2023.

CCC crime and corruption investigations

Table 3: Summary – Crime investigations¹

Description	Number
Total number of investigations commenced	10
Total number of investigations finalised	5
People charged ²	1
Charges laid	61
Law enforcement intelligence disclosures	54

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	22
Total number of Investigations finalised	9
Corruption investigation clearance rate: finalised/commenced ¹	41%
People charged	0
Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	23

Notes:

This key performance measure (KPI) measures the number of investigations commenced and finalised in the reference period (ie quarter one). The target clearance rate for the 2023/24 financial year is 80%. In quarter one, 22 investigations were commenced and 9 were finalised, making the current clearance rate 41%. The primary factor contributing to the low performance against this KPI is the unusually high number of investigations recently commenced (n= 22). 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	1
People charged	0
Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	0

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

Description	Number
Number of investigations commenced	22
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	35	78 %
6-12 months	7	15 %
> 12 months	3	7 %
Total	45	100 %

Complaints

Table 8: Complaints received and assessed

Description	Number/ Percentage
Total complaints received ¹	1,128
% increase or decrease when compared to 2022–23	▲ 17 %
Percentage of complaints assessed within 30 days (target: 85%) ²	42 %
Total allegations received	2,605
% increase or decrease when compared to 2022–23	▲ 16%
% allegations relating to the QPS	58 %
% allegations relating to other units of public administration (excluding QPS)	42 %
Total complaints assessed	1,113

Note:

1. The number of complaints by sector may be higher than total complaints received 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 – QPS¹

Description	Number/ Percentage
Complaints received	618
% increase or decrease when compared to 2022–23	▲ 14 %
Allegations received	1,523
% increase or decrease when compared to 2022–23	▲ 17 %

Note:

1. Complaints by Aboriginal and Torres Strait Islander people comprised 5 % 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).

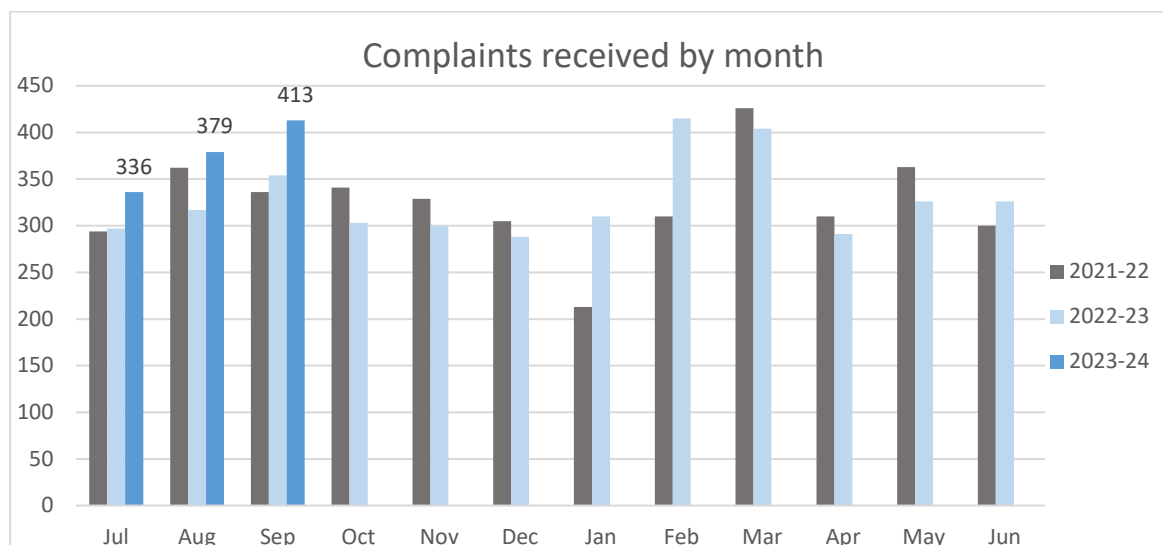
Table 10: Complaints received – other units of public administration (excluding QPS)

Description	Number/ Percentage
Complaints received for public sector ¹ (Including government owned corporations and Members of Parliament)	453
% increase or decrease when compared to 2022–23	▲ 16 %
Allegations received for public sector ² (Including government owned corporations and Members of Parliament)	884
% increase or decrease when compared to 2022–23	▲ 7 %
Complaints received for local government sector ³	105
% increase or decrease when compared to 2022–23	▲ 123 %
Allegations received for local government sector	198
% increase or decrease when compared to 2022–23	▲ 66 %

Note:

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 first quarter 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 first quarter of 2022/23, reflects regional consultation and educative engagement with councils and members of the public, particularly First Nations communities.

Figure 1: Total number of complaints received: 2021–22 to 2023–24¹



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	22
Referred to the appropriate agency, subject to the CCC’s monitoring role	20
Referred to the appropriate agency, outcome advice required by the CCC	236
Referred to the appropriate agency, with no further advice required by the CCC	594
Requiring no further action	241
Total complaints assessed	1,113

Monitoring allegations of corruption referred to other agencies

Table 12: Reviews of referred matters

Description	Number/ Percentage
Median days ¹ to complete a review (target 30 days)	26
increase or decrease when compared to the same period 2022–23	▼ 18 days
Final reviews	23
QPS reviews	8
Public sector reviews (including local Government)	15
Interim reviews	40
QPS reviews	21
Public sector reviews (including local Government)	19
Reviewable decisions ²	12

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	5
Notifications of significant events QPS	1

Proceeds of Crime

Table 14: Proceeds of crime outcomes

Description	Number	Value
Restraining orders obtained	4	\$1.273 M
Forfeitures of property to the state	6	\$0.847 M

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

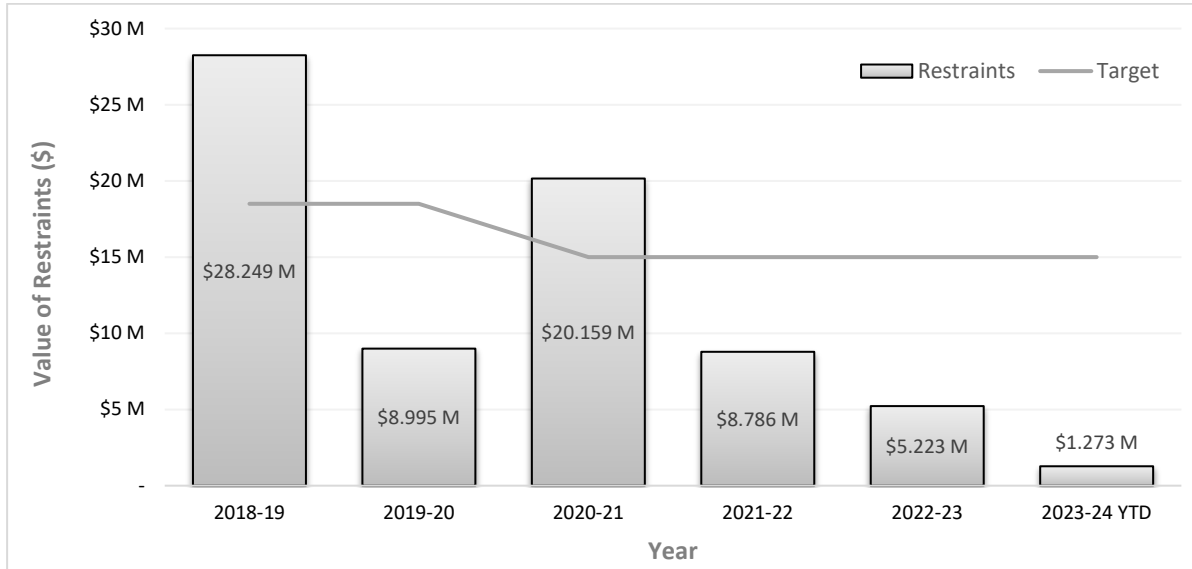


Figure 3: Value of criminal proceeds forfeited: 2018–19 to 2023–24

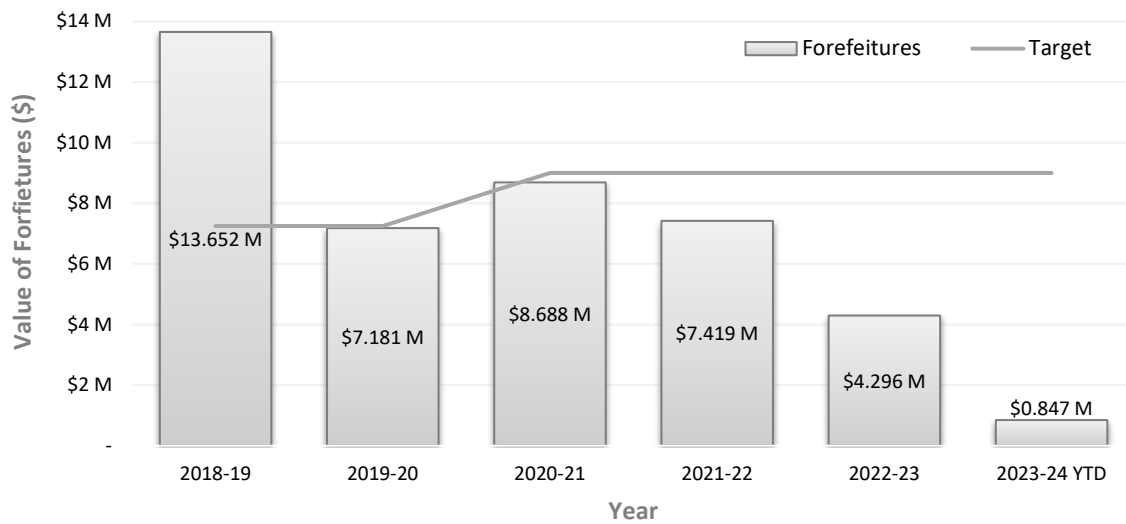


Table 15: Matters in progress

Description	Number	Value
Civil confiscation matters involving restrained property	29	\$41.897 M
Matters pending restraint	23	\$18.103 M

Table 16: Total restraints and forfeitures (since 2002)

Description	Value
Restrains	\$318.519 M
Forfeitures	\$143.424 M

Hearings

Table 17: CCC hearings overview

Description	Crime investigation hearings	Crime intelligence hearings	Corruption investigation hearings
Hearing days	41	0	8
Witnesses attending	33	0	10
Attendance notices served	45	0	9

Legal services

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

Description	Number
Review applications filed	1
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings) ¹	15
Police disciplinary matters finalised	0
Ongoing corrupt conduct proceedings ²	2
Ongoing disciplinary review matters ³	13
Appeals before the Appeal Tribunal ⁴	4

Notes:

1. The data is as at 30 September 2023
2. The current number of 'Ongoing corrupt conduct proceedings' consist of two matters concerning police officers. Outside the reporting period, one of those matters was discontinued by the CCC.
3. 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.
4. 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) ¹	1
Contempt Applications (Supreme Court) ²	1
Supreme Court proceeding (other than Contempt) ³	1
Court of Appeal Matters ⁴	1
High Court Matters ⁵	1
Judicial reviews	0
Other Court Matters ⁶	2

Notes:

1. This matter was incorrectly reported in the previous report within the category of "Supreme Court proceedings (other than contempt)".
2. Outside the reporting period the matter was finalised by the Supreme Court (contempt matter) on 5 October 2023.
3. Outside the reporting period the Supreme Court matter was finalised on 3 October 2023.
4. Matter referred from the QCAT Appeals Tribunal to the Court of Appeal during the reporting period.
5. Matter determined by judgment delivered on 13 September 2023.
6. 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 was finalised in the reporting period.

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 ¹	5	6	0
Matters carried forward from 2022-23	6	0	0
Matters heard	7	0	0
Matters progressing to hearing	2	0	0
Matters pending (e.g. awaiting papers or hearing outcomes)	3	0	0
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	2	6	0

Workforce composition

Table 21: Full-time equivalents (FTE) as at 9 October 2023

Count of actual FTE	Employment type			
	Permanent	Temporary	Casual	Total
Crime	61.70	1.00	4.42	67.12
Corruption	81.80	2.00	-	83.80
Operations Support	70.00	3.00	0.81	73.81
Strategy and Renewal	17.90	4.00	-	21.90
Office of the Commission	9.80	-	-	9.80
Corporate Services	25.12	2.00	-	27.12
Information Services	20.80	1.00	-	21.80
Legal, Risk and Compliance	17.70	-	-	17.70
Total sum of staff FTE^{1,2}	304.82	13.00	5.23	323.05

Notes:

1. Reported data is Paid FTE data derived from the payroll period ending 9 October 2023 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

- On 10 July 2023, Mr Bruce Barbour met with Queensland Police Assistant Commissioner Katherine Innes to discuss matters of mutual interest.
- On 13 July 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 2 August 2023, Mr Bruce Barbour met with Ms Jasmina Joldic (Acting Director-General, Department of Justice and Attorney-General) to discuss matters of mutual interest.
- On 3 August 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 7 August 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), Ms Jasmina Joldic (Acting Director-General), Mr Simon Zanatta (Chief of Staff to the Attorney-General) and Mr Daniel Goodman (Ministerial Advisor) to receive an Estimates briefing.
- On 9 August 2023, Mr Bruce Barbour attended the Legal Affairs and Safety Committee’s 2023 Parliamentary Estimates Committee Hearing as a witness.
- On 10 August 2023, Mr Bruce Barbour and Ms Jen O’Farrell (Chief Executive Officer) met with Mr Gary Campbell (Director Operations - Queensland, National Anti-Corruption Commission) to discuss matters of mutual interest.
- On 1 September 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 7 September 2023, Mr Bruce Barbour and Ms Jennifer Crowther (Director, Corporate Legal) met with Mr Scott McDougall (Commissioner) and Ms Neroli Holmes (Deputy Commissioner) of the Queensland Human Rights Commission to discuss matters of mutual interest.
- On 11 September 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 11 September 2023, Mr Bruce Barbour chaired the Crime Reference Committee meeting.
- On 14 September 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 20 September 2023, Mr Bruce Barbour met with Queensland Police Commissioner Katarina Carroll to discuss matters of mutual interest.
- On 26 September 2023, Mr Bruce Barbour had a phone discussion with Ms Kathleen Florian (Independent Assessor) to discuss matters of mutual interest.

Appendix B Media

Media releases

31 August 2023	Multi-million-dollar money laundering investigation smashes illicit tobacco and vape supply
13 September 2023	Statement from CCC Chairperson following High Court of Australia decision
29 September 2023	CCC's 2022-23 Annual Report tabled in Parliament

Media interviews

Nil	No media interviews were conducted during the reporting period.
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Media conferences

Nil	No media conferences were conducted during the reporting period.
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CCC social media

30 September 2023	As at 30 September 2023, the CCC had 1560 X (formerly known as Twitter) followers, 2279 Facebook followers, 108 YouTube subscribers and 1399 LinkedIn followers.
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Appendix C External presentations

Date	Presenter and title	Audience	Topic
July 2023			
5 July 2023	Ms Marilyn Lester, Principal Lawyer, Crime Hearings and Legal	Queensland Police Service (South West District Crime and Support Services Capability Building Conference)	<i>Crime Investigative Hearings – Another investigative tool</i>
19 July 2023	Mr Cameron Rentz, Executive Director, Crime Hearings & Legal	Ipswich Detectives Training Day, Yamanto Police Station	<i>Crime Hearings</i>
19 July 2023	Mr Raj Chumber, Principal Financial Investigator	QPS Detectives Training, Ipswich	<i>Recovering the Proceeds of Crime</i>
August 2023			
2 August 2023	Det Supt Chris Ahearn, Executive Director Crime Operations	QPS Detectives Training, Cairns	<i>CCC Crime Division Capabilities and Services</i>
23 August 2023	Ms Anagha Joshi, Acting Director Proceeds of Crime	National Proceeds of Crime Network 3rd Quarter Meeting, Online	<i>CCC update: key developments in Queensland proceeds of crime investigations.</i>
September 2023			
7 September 2023	Cameron Rentz, Executive Director, Crime Hearings & Legal	Phase 3 Detectives Training, QPS Academy	<i>Crime Hearings</i>
7 September 2023	Mr Raj Chumber, Principal Financial Investigator	QPS Detectives Training, Oxley	<i>Recovering the Proceeds of Crime</i>
8 September 2023	Sergeant David Pullen Training Officer Witness Protection	QPS Detective Training – QPS Academy	The role and function of Witness Protection and how QPS may make use of this CCC Service Provision.
14 September 2023	Ms Cecelia Christensen, Senior Executive Officer Corruption Ms Rhiannon Boden Executive Director Corruption Prevention & Engagement Mr Lyndon Kappu, Acting Director, Assessment and Capability	Community of Practice for Ethical Behaviour (CoPEB) - a network of state government integrity practitioners.	Presentation on the CCC's new <i>Corruption Strategy 2023-2027</i> and recent changes to the Corruption Division's intake and assessment and monitoring functions – delivered via MS Teams.
15 September 2023	Ms Pam Potter Human Capital Capability Director	Co-facilitated workshop with Independent Broad-based Anti-corruption Commission (IBAC) Victoria at the National Anti-Corruption Investigators Network (NACIN) conference – representatives from integrity agencies Australia-wide	<i>A national approach to the development of investigative capability within the integrity environment</i>
26 Sept 2023	Mr Steven Moore Executive Director Information Services	Queensland Government Cyber Security Leads Community of Practice Group	<i>CCC Secure File Transfer Software – Procurement Lessons Learnt</i>



Crime and Corruption Commission

QUEENSLAND

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