



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 April to 30 June 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 15 September 2023.

The report covers the period 1 April to 30 June 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 business 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.

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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

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 April to 30 June 2023.

We have continued to deliver our work combating major crime and reducing corruption for the benefit of the Queensland community while also progressing the implementation of recommendations from the Commission of Inquiry relating to the Crime and Corruption Commission (COI). On 9 June 2023, we released the third quarterly progress report on the implementation of the recommendations on our website.

As of 30 June 2023, we have implemented 10 recommendations in full and made significant progress on 15 other recommendations. The remaining seven either require legislative amendments (which are therefore dependent on government), relate to future reporting requirements or are not the responsibility of the CCC. Our momentum to implement these recommendations will continue into the new financial year. Further details of our renewal program and organisational capability improvements are outlined later in this report.

Our work setting a renewed strategic direction for the CCC was finalised in this reporting period. The CCC's Strategic Plan 2023-27 sets out an ambitious body of work and will guide the delivery of our important services for Queenslanders. Every four years we undertake a comprehensive review of the CCC Strategic Plan and we have embraced the opportunity several reviews and inquiries have provided us to set our new strategic direction.

Our Strategic Plan 2023-27 was published on our website on 30 June 2023.

After consultation with our stakeholders, a four-year strategy for our Corruption function was finalised in this reporting period. It defines where we will focus our efforts and how we will better support the public sector to reduce corruption risks. Our operational activities will focus on serious and systemic corruption to maximise our impact. The Corruption Strategy 2023-37 was published on our website on 7 July 2023.

The CCC completed its legislative review of the *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004* (Qld). As part of this review, the CCC called for submissions, interviewed specialist police who administer the Act and prosecutors from the Office of the Director of Public Prosecutions, collected data from the Queensland Police Service, Queensland Courts, Queensland Corrective Services, and reviewed peer-reviewed journal articles. Our review was tabled in Parliament on 21 June 2023 and made 23 recommendations to improve the operation of the Act.

Operationally, our activities focused on major crimes continued. Between 1 April and 30 June 2023, 62 intelligence disclosures were made to law enforcement agencies.

The CCC finalised an assessment into suspected money laundering, fraud and drug trafficking facilitated by a solicitor on the Gold Coast. Following the assessment, the intelligence gathered was disseminated to law enforcement partners and included 16 intelligence profiles, 10 information reports and charts and three intelligence assessments.

A number of referred investigations relating to illicit markets were advanced by the examination of witnesses at hearings. These investigations related to the trafficking of dangerous drugs, weapons offences and money laundering.

Nine new investigations into allegations of abuse of authority were commenced during the reporting period and eight investigations were finalised. All allegations the subject of the eight investigations finalised were not substantiated.

However, the CCC made four prevention recommendations to public sector agencies in relation to ensuring systems and processes are in place to correctly identify, declare and manage conflicts of interest, and to ensure there is proper documentation of decision-making in relation to appointment processes.

As part of our public sector monitoring function, the CCC also commenced 22 reviews and finalised 26 reviews of matters dealt with by public sector agencies relating to the abuse of authority. The CCC was satisfied with the way all investigations were undertaken by those agencies.

In closing, I'm pleased to advise the CCC has received a Gold Award in the category of Public Administration – State Government for its 2021-22 Annual report from the Australasian Reporting Awards. This is the fourth consecutive year the CCC has been awarded Gold for a well-balanced report of our agency's performance. We are committed to providing information about our activities, performance and operations and this award is recognition of our efforts to do this while balancing the confidentiality provisions that apply to our work.

Matters arising from the public meeting of 2 May 2023

A formal response has been provided to the PCCC.

Bruce Barbour

Chairperson

2022-23 highlights



34 crime investigations finalised



7 recommendations for disciplinary action as a result of a corruption investigations relating to **3** persons



15 recovery orders over assets totalling
\$4.296 M forfeited to the state



3,931 complaints of suspected corruption received

3,686 complaints of suspected corruption assessed



221 law enforcement intelligence disclosures



39 corruption investigations finalised



117 days of hearings relating to crime and intelligence investigations



9 days of hearings relating to corruption investigations



35¹ prevention recommendations made

¹ The total number of recommendations may differ from the values reported in Tables 3, 4 & 5 as matters can be reported under more than one area of focus. Furthermore, prevention recommendations may arise out of corruption investigations undertaken by the CCC or those monitored by the CCC.

CCC Strategic Plan 2022–26

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: Reduce the incidence of major crime and corruption in Queensland

Strategies:

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

Objective: Build our organisational capability

Strategies:

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

2022–23 Areas of focus

- Illicit markets of high value or high public impact
- Crimes involving risks to, or actual loss of life or serious injury to a person
- Crimes against children and vulnerable people
- Corruption involving improper influence, abuse of authority and exploitation of public sector resources
- Critical organisational capabilities including digital, analytics, intelligence, and workforce planning

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.

Areas of focus

Performance outcomes from 1 April to 30 June 2023
are detailed in the following pages.²

² Some data variations in Corruption-related figures are possible given that the CCC's month-by-month corruption data is extracted from a live database (COMPASS).

Area of focus:

Illicit markets of high value or high public impact

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.

CCC major crime investigations

The CCC finalised an assessment into suspected money laundering, fraud and drug trafficking facilitated by a solicitor on the Gold Coast. Following the assessment, the intelligence gathered was disseminated to law enforcement partners and included 16 intelligence profiles, 10 information reports and charts and three intelligence assessments.

The CCC 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.

Referred major crime investigations

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

During the reporting period, three 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 the 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.
- an investigation into a drug trafficking syndicate based in Brisbane for the supply and distribution of heroin and methylamphetamine.
- an investigation into the suspected trafficking of dangerous drugs between Sydney, Brisbane, Rockhampton and Mackay by a syndicate with links to an OMCG.

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

- an investigation into suspected money laundering activity being conducted 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 April and 30 June 2023, the CCC made 62 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 Apr – 30 Jun 2023	2022–23
CCC Investigations	2	28
Intelligence Operations	11	45
Referred Investigations	28	76
Strategic & Other ²	19	64
Proceeds Matter	2	8
Total	62	221

Notes:

1. In 2021–22 the disclosure categories were revised to better align with the CCC's Crime services and investigation types.
2. Includes disclosures in response to specific intelligence information requests made from external agencies.

Strategic projects

Review of Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004 (Qld)

This year the CCC reviewed the operation of the CPOROPO Act which seeks to protect children from the risks posed by people living in the community who have been convicted of sexual and other serious offences against children.

Our review aimed to determine:

- how the CPOROPO Act operates, including policies, training, and practices that give life to the CPOROPO Act, and
- how well the options provided in the CPOROPO Act protect children, and manage or mitigate the risks posed by offenders defined under the CPOROPO Act.

In the reporting period, the review team received, considered, and incorporated feedback from stakeholders and finalised our report. The report was tabled in Parliament on 21 June 2023. The review presents 23 recommendations to Government that seek to improve the Act and how it operates.

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 Apr – 30 Jun 2023		2022–23	
	Number	Value	Number	Value
Restraining orders obtained	3	\$0.450 M	11	\$5.223 M
Forfeitures of property to the state	5	\$1.279 M	15	\$4.296 M

Area of focus:

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

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.

Homicides

During the reporting period, the CCC finalised four referred investigations, which were advanced by the examination of witnesses at a hearing. These involved:

- the homicide of a 19-year-old female at Bundamba on 5 February 2023 believed to have been caused as a result of injuries sustained on 4 February 2023.
- the murder of a male at Pimpama on 12 October 2020,
- violence committed by three separate groups over the course of 2022.
- the homicide of a 38-year-old male at Oxley on 4 October 2022.

Area of focus:

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.

Crimes against children

During the reporting period the CCC finalised one referred investigation into crimes against children.

- an investigation into the suspected homicide of a 14-year-old child on or about 18 March 2019.

Area of focus:

Corruption involving improper influence, abuse of authority and exploitation of public sector resources³

Improper influence

In 2022–23, the CCC has focused on allegations involving improper influence. This area of focus seeks to identify third parties who influence, or attempt to influence, the way a unit of public administration (UPA) employee makes a decision, exercises a discretion or undertakes an activity.

Complaints relating to improper influence account for approximately 10 per cent of the CCC's current investigations. No new investigations in this category were commenced during the reporting period.

Three reviews of matters investigated by a UPA subject to our monitoring function were finalised in the reporting period. The CCC was satisfied with the way all investigations were undertaken.

Table 3: Summary of outcomes – improper influence investigations and reviews

Description	1 Apr –30 Jun 2023	2022–23
Investigations commenced	0	7
Investigations finalised	0	1
People charged	0	0
Criminal charges laid	0	0
Reviews commenced	3	7
Reviews finalised	4	7
Referred to a UPA as a disciplinary matter	0	0
Referred to a UPA to investigate subject to monitoring by the CCC	1	13
Prevention recommendations	0	0

Abuse of authority

From 2021–22, the CCC has focused on allegations involving the misuse of authority by public sector employees, including those with special legislative powers like elected officials and the QPS. The focus on this corruption risk is to ensure public confidence in the decisions being made on their behalf by public sector employees and elected officials.

In the reporting period, the CCC received 60 complaints relating to abuse of authority. This currently accounts for approximately 6 per cent of all complaints received. Complaints relating to the abuse of authority account for approximately 62 per cent of the CCC's current investigations.

Nine new investigations in this category were commenced during the reporting period and eight investigations were finalised. All allegations the subject of the eight investigations finalised were not substantiated. Four prevention

³ A matter which may involve 'improper influence' may also involve 'abuse of authority' and 'exploitation of public sector resources', or all of these. For this reason, the sum of these categories when combined may exceed 100% in total.

recommendations were made to UPAs in relation to ensuring systems and processes are in place to correctly identify, declare and manage conflicts of interest and ensuring proper documentation of decision-making in relation to appointment processes.

During the reporting period, the CCC commenced 22 reviews and finalised 26 reviews of matters investigated by UPAs subject to our monitoring function. Of the 26 finalised reviews, the allegations investigated in 12 matters (or 46%) were not substantiated by the UPAs. The CCC was satisfied with the way all investigations were undertaken.

Table 4: Summary of outcomes – abuse of authority investigations and reviews

Description	1 Apr -30 Jun 2023	2022–23
Investigations commenced	9	24
Investigations finalised	8	22
People charged	0	0
Criminal charges laid	0	0
Reviews commenced	22	97
Reviews finalised	26	92
Referred to a UPA as a disciplinary matter	0	2 ¹
Referred to a UPA to investigate subject to monitoring by the CCC	2	39
Prevention recommendations	4	26

Note:

1. Includes two persons referred on four disciplinary recommendations.

Exploitation of public sector resources

The exploitation of public sector resources has the potential to adversely impact all Queenslanders. When property or funds are diverted to a use that is not relevant to the performance of an agency's functions, this comes at a cost as other critical goods and services are not able to be supported by the agency. The types of conduct that are measured under this area of focus include misappropriation (fraud), stealing and similar offences.

In the reporting period, the CCC received 43 complaints relating to the exploitation of public resources. This currently accounts for approximately 5 per cent of all complaints received. Complaints relating to the exploitation of public sector resources account for approximately 12 per cent of the CCC's current investigations.

During the reporting period, the CCC commenced seven reviews and finalised ten reviews of matters investigated by UPAs subject to our monitoring function. The CCC was satisfied with the way all investigations reviewed were dealt with.

Table 5: Summary of outcomes – exploitation of public sector resources investigations and reviews¹

Description	1 Apr –30 Jun 2023	2022–23
Investigations commenced	0	6
Investigations finalised	2	4
People charged	0	0
Criminal charges laid	0	0
Reviews commenced	7	29
Reviews finalised	10	27
Referred to a UPA as a disciplinary matter	0	0
Referred to a UPA to investigate subject to monitoring by the CCC	2	14
Prevention recommendations	0	3

Note:

1. Some of these matters are also captured and reported under Table 4. Summary of outcomes – abuse of authority investigations and reviews.

Area of focus:

Critical organisational capabilities including digital, analytics, intelligence and workforce planning

CCC renewal

- **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 at 30 June 2023, the CCC has implemented 10 recommendations in full and made significant progress on 15 recommendations. The remaining seven 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:**

As part of its renewal program, in late 2022, the CCC engaged independent consultants to review the corruption complaint lodgement and assessment process. The revised model has been designed to deliver a more customer-centric approach and leverage data to facilitate greater decision-making consistency. To further drive performance effectiveness of the operating model, a management dashboard, detailing key operational metrics, performance against targets, and quality assurance outcomes, has been developed.

- **Corruption monitoring process:**

The CCC has also engaged an independent consultant to review the way the CCC monitors the way units of public administration deal with allegations of corrupt conduct and implemented a new operating model in June 2023. 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. Given the increased focus on prevention, the function is now structurally aligned to the CCC's Corruption Prevention and Engagement unit.

- **Organisational culture:**

The CCC also engaged an independent consultant to examine the organisational culture of the Corruption Investigations, Corruption Legal, and Corruption Strategy and Prevention work units. This is directly responsive to recommendation 4 of the PCCC's report on the Logan Inquiry. The review, which included direct employee engagement and a survey, identified six root causes that, if addressed, would improve the culture in the division. The consultants indicated these root causes were 'somewhat common cultural issues'. They are also largely consistent with the factors identified in previous Working for Queensland surveys. The consultants recommended the CCC prioritise initiatives aimed at improving trust, leadership, communication, change management, development and motivation. Many of these initiatives, including developing leadership capability, improving onboarding and orientation, improving change management practice, improving corruption investigator capability, and establishing appropriate metrics to drive performance, are on the CCC's forward program of work. The Corruption Division is also considering whether any additional initiatives would be valuable to establish positive ways of working in the division.

- **Corruption investigation and legal business units:**

The CCC commenced procurement activity to engage a suitably qualified independent consultant to undertake a review of the investigation and legal functions. The procurement was finalised in June 2023 with the review commencing in late July 2023.

Workforce Strategy

A refreshed Workforce Strategy 2023-27 was finalised this quarter, building on the previous CCC Futures Workforce Strategy 2019-2025. This review was undertaken in recognition that it is essential that the CCC remain sensitive and responsive to emerging trends.

The workforce ambition remains focused on fostering a CCC workforce that is capable, driven and innovative. This will be enabled by data, digital solutions and effective ways of working, importantly focussed on working together to reduce crime and improve the integrity of public institutions in the Queensland community. A 12-month program of work has been developed to progress key initiatives designed to achieve this ambition.

Priority employee capability and wellbeing initiatives include:

- 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
- 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.

Other activities completed within this quarter focused on the Commission of Inquiry recommendations relevant to the capability of our corruption workforce. The CCC has developed a new orientation program which is currently being piloted. This program is aimed at ensuring new starters have a consistent onboarding experience and support leaders in delivering an effective learning experience.

The CCC draft Corruption Investigator Capability Framework has been completed and is being reviewed by key stakeholders. The framework will reflect contemporary practice to position in investigation standards and be responsive to new demands and challenges for investigators. The framework further recognises the technical expertise, core knowledge and skills and behavioural attributes, and maps these capabilities across foundational, intermediate, and advanced proficiency levels.

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:

- **Applications Roadmap:** CCC Applications Roadmap enables a proactive, structured and managed approach for application lifecycle management and is a foundational component of the CCC Digital Operating Model. The roadmap differentiates between applications of differing levels of business criticality and will ensure investment is targeted to ensure the security and resilience of the most important applications.
- **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.

- **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.
- **Investigation Information and Workflow Management System:** This project is aimed at delivering 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 and is preparing to go to market with developed business and user requirements to identify a suitable solution.
- **Legal Practice Management System:** The CCC is seeking to implement a digital solution to help manage its internal legal function. The CCC is conducting market research to identify solutions that will adhere to security policies and meet business and user requirements.

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.

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 as part of the review of our Intake and Assessment unit which will improve the CCC's ability to monitor performance in this critical function. The CCC has also developed dashboards that support effective human resources management and strategic project delivery.

Key statistics 2022–23

Key statistics for the 2022–23 financial year
are detailed in the following pages.⁴

⁴ All financial year 2022–23 data is for the period 1 July 2022 to 30 June 2023.

CCC crime and corruption investigations

Table 6: Summary – Crime investigations¹

Description	Number
Total number of investigations commenced	23
Total number of investigations finalised	34
People charged ²	5
Charges laid	12
Law enforcement intelligence disclosures	221

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 7: Summary – CCC corruption investigations

Description	Number
Total number of investigations commenced ¹	51
Total number of Investigations finalised ²	39
Percentage of investigations completed within 12 months (target: 85%) ³	79%
People charged	1
Charges laid	2
Recommendations for disciplinary action	7
No. of people	3
Prevention recommendations	21

Notes:

1. An investigation may be counted across multiple areas of focus.
2. Includes 15 finalised investigations that are outside the areas of focus.
3. As at 30 June 2023, eight of the 39 finalised corruption investigations were not finalised within a 12 month period. Of these eight matters, two were extended as a result of obtaining external and other legal advice, and the remaining matters were complex, multi-faceted investigations that required considerable resources over a protracted period of time.

Table 8: CCC corruption investigations – QPS

Description	Number
Number of investigations commenced	10
Number of investigations finalised	9
People charged	1
Charges laid	2
Recommendations for disciplinary action	7
No. of people	3
Prevention recommendations	5

Table 9: CCC corruption investigations – other units of public administration (excluding QPS)

Description	Number
Number of investigations commenced	41
Number of investigations finalised	30
People charged	0
Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	16

Table 10: Duration of current CCC corruption investigations

Duration of investigation	Number	% of total matters
< 6 months	17	53 %
6-12 months	11	34 %
> 12 months	4	13 %
Total	32	100 %

Complaints

Table 11: Complaints received and assessed

Description	Number/ Percentage
Total complaints received ¹	3,931
% increase or decrease when compared to 2021–22	▲ 1 %
Percentage of complaints assessed within 30 days (target: 85%) ²	61 %
Total allegations received	8,398
% increase or decrease when compared to 2021–22	▼ 5 %
% allegations relating to the QPS	64 %
% allegations relating to other units of public administration (excluding QPS)	36 %
Total complaints assessed	3,686

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 12: Complaints received – QPS¹

Description	Number/ Percentage
Complaints received	2,335
% increase or decrease when compared to 2021–22	▲ 18 %
Allegations received	5,364
% increase or decrease when compared to 2021–22	▲ 9 %

Note:

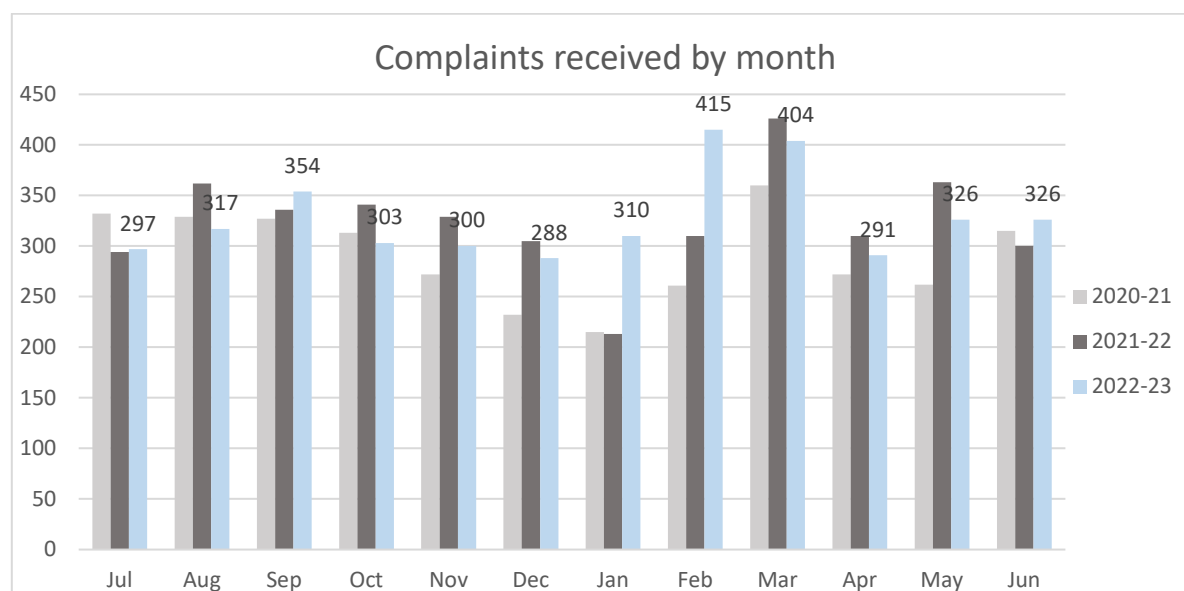
1. Complaints by Aboriginal and Torres Strait Islander people comprised 3 % of the total complaints made against QPS officers (sworn officers and civilian staff), which is comparable when compared to the same period in 2021–22.

Table 13: 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)	1,353
% increase or decrease when compared to 2021–22	▼ 16 %
Allegations received for public sector (including government owned corporations and Members of Parliament)	2,648
% increase or decrease when compared to 2021–22	▼ 20 %
Complaints received for local government sector ¹	243
% increase or decrease when compared to 2021–22	▼ 19 %
Allegations received for local government sector	386
% increase or decrease when compared to 2021–22	▼ 40 %

Note:

1. The number of complaints by sector may be higher than total complaints received as one complaint may relate to multiple sectors.

Figure 1: Total number of complaints received: 2020–21 to 2022–23¹**Note:**

1. CCC corruption complaints data is recorded on a live database. Consequently, historical data may not be consistent across different reporting periods.
2. The number of complaints we receive has been steadily increasing since 2015-16 and is up 1% when compared to 2021-22. For the 2022-23 financial year, an average of 327 complaints were received per month. There is no identifiable reason for the increase in complaints received in February and March 2023.

Table 14: Outcomes of complaints assessed

Description	Number
Retained for CCC investigation	47
Referred to the appropriate agency, subject to the CCC's monitoring role	119
Referred to the appropriate agency, outcome only required	131
Referred to the appropriate agency, with no further advice required by the CCC	2,807
Requiring no further action	582
Total complaints assessed	3,686

Monitoring allegations of corruption referred to other agencies

Table 15: Reviews of referred matters

Description	Number/ Percentage
Median days ¹ to complete a review (target 30 days) ³	14
increase or decrease when compared to the same period 2021–22	▼ 6 days
Final reviews	216
QPS reviews	75
Public sector reviews (including local Government)	141
Interim reviews	502
QPS reviews	152
Public sector reviews (including local Government)	350
Reviewable decisions ²	44

Notes:

- Median days calculated using a 7-day week.
- 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.
- The 2022-23 result for median days to complete a review is within target. The increase in time taken when compared to 2021-22 is due to resources also supporting the review of the monitoring function.

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 (including a police dog bite), injuries sustained in traffic incidents including pursuits and police shootings.

Table 16: Summary of police-related deaths and significant events

Description	Number
Police-related deaths	21
Notifications of significant events QPS	48

Proceeds of Crime

Table 17: Proceeds of crime outcomes

Description	Number	Value
Restraining orders obtained	11	\$5.223 M
Forfeitures of property to the state	15	\$4.296 M

Figure 2: Value of criminal proceeds restrained: 2018–19 to 2022–23

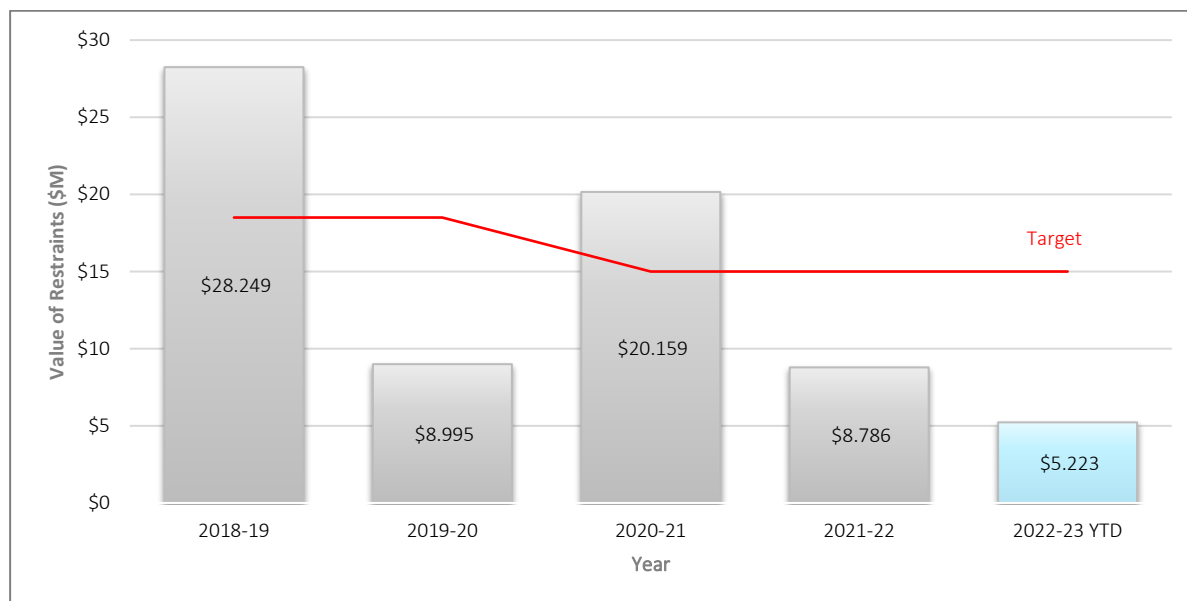


Figure 3: Value of criminal proceeds forfeited: 2018–19 to 2022–23

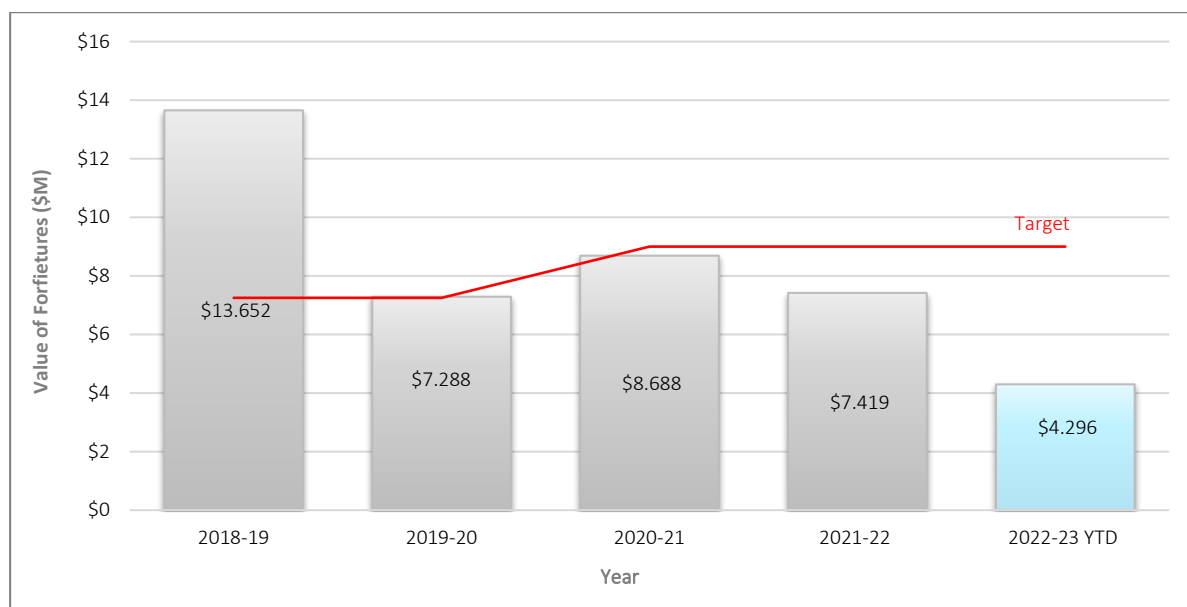


Table 18: Matters in progress

Description	Number	Value
Civil confiscation matters involving restrained property	33	\$44.345 M
Matters pending restraint	30	\$15.776 M

Table 19: Total restraints and forfeitures (since 2002)

Description	Value
Restraints	\$317.245 M
Forfeitures	\$142.577 M

Hearings

Table 20: CCC hearings overview

Description	Crime investigation hearings	Crime intelligence hearings	Corruption investigation hearings
Hearing days	104	13	9
Witnesses attending	95	8	14
Attendance notices served	136	7	21

Legal services

Table 21: Queensland and Civil and Administrative Tribunal (QCAT) proceedings

Description	Number
Review applications filed	4
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings) ¹	17
Police disciplinary matters finalised	2
Ongoing corrupt conduct proceedings ¹	2 ²
Ongoing disciplinary review matters ¹	13 ³
Appeals before the Appeal Tribunal	7

Notes:

1. Data is at 31 July 2023 and is not cumulative year to date (YTD) data.
2. One corruption matter concerning a person who is/was not a police officer was discontinued.
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.

Table 22: Other legal proceedings

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

Notes:

1. Matter concluded, then appealed to the High Court.
2. 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.

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 23: Police Service Review – Outcome of matters

Police Service Review matters	Promotion	Transfer	Discipline
Matters lodged	35 ¹	1	6
Matters carried forward from 2021–22	15	0	21 ²
Matters heard	22	0	11 ³
Matters progressing to hearing	2	0	0
Matters pending (such as awaiting papers or hearing outcomes)	4	0	2
Matters withdrawn or lapsed, or not within jurisdiction	22	1	10

Notes:

1. Two non-appointments lodged.
2. Four matters were heard in 2021-22, however the review recommendation reports were delivered in 2022-23.
3. This figure was previously incorrectly reported as fourteen matters heard.

Workforce composition

Table 24: Full-time equivalents (FTE)

Count of actual FTE	Employment type			
	Permanent	Temporary	Casual	Total
Crime	56.9	2	2.4	61.3
Corruption	74.9	7.5	-	82.4
Operations Support	68.6	1.2	1.4	71.2
Strategy and Renewal	17	4	-	21
Office of the Commission	8.8	1	1	8.8
Corporate Services	20.6	3	-	23.6
Information Services	22.8	0.8	-	23.6
Legal, Risk and Compliance	20.5	1	-	21.5
Total sum of staff FTE^{1,2}	290.1	19.5	3.8	313.4

Notes:

1. Reported data is Paid FTE data derived from the payroll period ending 30 June 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 13 April 2023, Mr Bruce Barbour met with The Honourable Shannon Fentiman MP (Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence) to discuss matters of mutual interest.
- On 13 April 2023, Mr Bruce Barbour met with Deputy Commissioner Steven Gollschewski (Special Coordinator, Police and Emergency Services Reform) to discuss matters of mutual interest.
- On 18 April 2023, Mr Bruce Barbour met with The Honourable Mark Ryan MP (Minister for Police and Corrective Services and Minister for Fire and Emergency Services) to discuss matters of mutual interest.
- On 20 April 2023, Mr Bruce Barbour attended the Controlled Operations Committee meeting as a member of the Committee.
- On 27 April 2023, Mr Bruce Barbour and Ms Jen O'Farrell (Chief Executive Officer) met with various stakeholders at a meeting facilitated by Mr Neil Greenfield and Mr Peter Ball (GSA Management Consulting) to discuss recommendations arising from the Commission of Inquiry into Queensland Police Service responses to domestic and family violence.
- On 5 May 2023, Mr Bruce Barbour and Ms Jen O'Farrell (Chief Executive Officer) met with Integrity Commissioners and CEOs to discuss matters of mutual interest.
- On 8 May 2023, Mr Bruce Barbour and Ms Jen O'Farrell (Chief Executive Officer) met with Mr Peter Johnson (Chief Commissioner), Ms Anina Johnson (Commissioner) and Ms Christina Anderson (Chief Executive Officer) of the Law Enforcement Conduct Commission, and Mr Neil Greenfield (GSA Management Consulting) to discuss recommendations arising from the Commission of Inquiry into Queensland Police Service responses to domestic and family violence.
- On 11 May 2023, Mr Bruce Barbour attended the Controlled Operations Committee meeting as a member of the Committee.
- On 16 May 2023, Mr Bruce Barbour met with Mr Thomas Eluh (Chairman) and Ms Elizabeth Turi (Director Communications) during a visit of a delegation from the Papua New Guinea Independent Commission against Corruption (Mr Eluh and Ms Turi were accompanied by Mr Graeme Gunn from the United Nations Office on Drugs and Crime).
- On 17 May 2023, Mr Bruce Barbour met with Ms Rachel Hunter PSM (Director-General, Department of the Premier and Cabinet) to discuss matters of mutual interest.
- On 18 May 2023, Mr Bruce Barbour and Ms Jen O'Farrell (Chief Executive Officer) met with Mr Stephen Farrow (Acting Commissioner), Ms Linda Timothy (Acting Chief Executive Officer), Ms Kylie Kilgour (Deputy Commissioner (police portfolio)) and other staff of the Independent Broad-Based Anti-Corruption Commission to discuss recommendations arising from the Commission of Inquiry into Queensland Police Service responses to domestic and family violence.
- On 26 May 2023, Mr Bruce Barbour met with the Queensland Police Commissioner, Katarina Carroll to discuss matters of mutual interest.
- On 29 May 2023, Mr Bruce Barbour and Ms Jen O'Farrell (Chief Executive Officer) met with Acting Assistant Commissioner Stephen Dabinett (Queensland Police Commissioned Officers' Union Of Employees) to discuss recommendations arising from the Commission of Inquiry into Queensland Police Service responses to domestic and family violence.
- On 29 May 2023, Mr Bruce Barbour met with Mr David Adsett (Public Interest Monitor) to discuss matters of mutual interest.
- On 30 May 2023, Mr Bruce Barbour chaired the Crime Reference Committee meeting.
- On 31 May 2023, Mr Bruce Barbour and Ms Jen O'Farrell (Chief Executive Officer) met with the Honourable Yvette D'Ath MP (Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence, Leader of the House) to discuss recommendations arising from the Commission of Inquiry into Queensland Police Service responses to domestic and family violence.
- On 31 May 2023, Mr Bruce Barbour met separately with the Honourable Yvette D'Ath MP (Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence, Leader of the House) to discuss matters of mutual interest.
- On 1 June 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.

- On 5 June 2023, Mr Bruce Barbour and Ms Jen O’Farrell (Chief Executive Officer) met with Ms Cathy Taylor (Independent Implementation Supervisor) and Ms Kathrin Jensen (Acting Director) of the Women’s Safety and Justice Taskforce Reforms to discuss matters of mutual interest.
- On 8 June 2023, Mr Bruce Barbour met with the Commissioner of Police, Katarina Carroll to discuss matters of mutual interest.
- On 19 June 2023, Mr Bruce Barbour and Ms Sharon Loder (Senior Executive Officer, Crime) met with Mr Michael Barnes (NSW Crime Commissioner) to discuss matters of mutual interest.
- On 21 June 2023, Mr Bruce Barbour met with Ms Jasmina Joldic (Acting Director-General, DJAG) and Mr Simon Zanatta (Chief of Staff, Attorney-General) to discuss matters of mutual interest.
- On 22 June 2023, Mr Bruce Barbour attended a Controlled Operations Committee meeting as a member of the Committee.
- On 26 June 2023, Mr Bruce Barbour met with Mr David Mackie (Public Sector Commissioner) to discuss matters of mutual interest.
- On 27 June 2023, Mr Bruce Barbour chaired the Crime Reference Committee meeting.

Appendix B Media

Media releases	
Nil	No media releases were issued during the reporting period.
Media interviews	
Nil	No media interviews were conducted during the reporting period.
Media conferences	
Nil	No media conferences were conducted during the reporting period.
CCC social media	
30 June 2023	<p>As at 30 June 2023, the CCC had 1564 Twitter followers, 2245 Facebook followers and 106 Youtube subscribers.</p> <p>In June 2023, the CCC launched a LinkedIn page. As at 30 June, the CCC had 1289 LinkedIn followers.</p>

Appendix C External presentations

Date	Presenter and title	Audience	Topic
April 2023			
4 April 2023	Ms Susan Miles, Senior Lawyer (Crime Hearings and Legal)	Queensland Police Service – detectives from Mt Isa and the surrounding areas	<i>Crime and Intelligence Hearings – Another investigative tool</i>
	Sergeant, Witness Protection	Queensland Police Service (QPS) Detectives Conference, Mt Isa	<i>The role and function of the Witness Protection Unit and how we can assist investigators to protect witnesses</i>
May 2023			
9 May 2023	Sergeant, Witness Protection	Burleigh Heads Detectives, Burleigh Heads QPS Criminal Investigation Branch	<i>The role and function of the Witness Protection Unit and how we can assist investigators to protect witnesses</i>
	Senior Constable, Witness Protection		
	Sergeant, Witness Protection	Surfers Paradise Detectives, Surfers Paradise QPS, Criminal Investigation Branch	<i>The role and function of the Witness Protection Unit and how we can assist investigators to protect witnesses</i>
	Senior Constable, Witness Protection		
	Sergeant, Witness Protection	Coomera Detectives, Coomera QPS, Criminal Investigation Branch	<i>The role and function of the Witness Protection Unit and how we can assist investigators to protect witnesses</i>
	Senior Constable, Witness Protection		
16 May 2023	Craig Hawkins, Director Corruption Operations, Darren Brookes, Director Reviews, Rhiannon Boden, Executive Director Corruption Strategy & Prevention, Stuart Coulson, Director Operations Support and Steven Moore, Executive Director, Information Services	ICAC & United Nations Office on Drugs and Crime - delegation from Papua New Guinea	<i>Topics included:</i> <ul style="list-style-type: none"> • <i>Investigations and Governance</i> • <i>Integrity Services – Notification, Assessment and Reviews.</i> • <i>Corruption Strategy and Prevention</i> • <i>FCU – HSU – Property/Exhibits</i> • <i>Information/Technology</i>
17 May 2023	Jen O'Farrell, Chief Executive Officer and Elizabeth Foulger, Executive Director, Integrity Services	Department of Tourism, Innovation and Sport – Executive Leadership Team	<i>Understanding corrupt conduct and your obligations</i>
June 2023			
8 June 2023	Detective Senior Sergeant Fiona Hinshelwood, Crime Operations	Law Enforcement – Alternative Communications Workshop, Perth	<i>Learnings from CCC Operations Morse, Puffin and Hyper regarding the use of Dedicated Encrypted Communications Devices by criminal organisations. Targeting the suppliers to the network.</i>
13 June 2023	Kaitlen La, Principal Financial Investigator	QPS – Attendees of QPS Financial Crimes Investigation Course	<i>CCC Proceeds of Crime information presentation</i>

Date	Presenter and title	Audience	Topic
29 June 2023	Melissa Legg, Research Officer	2023 Academy of the Social Sciences Workshop – ‘Due process or due proceeds? The future of confiscation and related AML laws in Australia’. Workshop hosted by the University of Queensland.	<i>Exploring the impact of proceeds of crime confiscation</i>
29 June 2023	Ms Elizabeth Foulger, Executive Director, Intake and Assessment	Queensland Integrity Commission (In-Person)	<i>Identifying and reporting corrupt conduct</i>



Crime and Corruption Commission

QUEENSLAND

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