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Department of
Transport and Main Roads

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Mr P Russo MP
Acting Chair
Parliamentary Crime and Corruption Committee
Parliament House
George Street
BRISBANE QLD 4000

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**PARLIAMENTARY CRIME AND
CORRUPTION COMMITTEE**

Dear Mr Russo

Review of the Crime and Corruption Commission

I refer to your letter dated 11 June 2015 about a review of the Crime and Corruption Commission (CCC).

Firstly, I wish to thank you for affording Transport and Main Roads (TMR) the opportunity to make submissions relating to your statutory review of the CCC. TMR of course recognises the sensitive and extremely important nature of the CCC's work in helping to build integrity across the public sector and I can assure you this agency is a very strong supporter of its role and functions.

As you would be aware, TMR's policy and stance to matters of integrity and accountability is embodied in its Ethical Standards Unit (ES) and across TMR generally. The CCC, my office and ES share a strong working relationship which is founded on statutory obligations contained in the Crime and Corruption Act 2010, and historically this has always been the case.

Recently, the CCC commenced its Operation Danish, an investigation into allegations of driver's licence and vehicle registration fraud by a former TMR officer and members of the public. This joint CCC/TMR/QPS Operation has provided the agency with the opportunity to acquire first-hand experience of the CCC's use of its jurisdiction, function and powers in an operational setting. To say that the prosecution and outcomes of this Operation (to date) have been successful would be an understatement. In particular, the organisational learnings which have been captured have enabled this agency to significantly improve its ability to identify, manage and resolve fraud and corruption risk at all levels of its business and specifically in the customer service delivery components.

TMR recognises that devolution enables the CCC to focus its energies on systemic and high level corruption and associated misconduct where it might exist.

Within TMR, the ES has the primary responsibility for dealing with matters of alleged corruption. In the past, the former Crime and Misconduct Commission (CMC) strongly encouraged TMR ES to further devolve responsibility for dealing with matters of then suspected official misconduct to the business unit where the alleged misconduct occurred.

Whilst TMR can appreciate the rationale behind this further "second tier" devolution, it is our view such a practice increases the risks that not only will the resulting investigation be of a lesser standard than expected by the CCC, it also can reduce the levels of independence and transparency to have the business unit concerned effectively investigating itself. TMR therefore sees devolution as an ongoing issue requiring further discussion and guidance from the CCC as to how it can be effectively implemented and managed across a diverse, geographically spread and complex agency such as TMR and at the same time maintain the required levels of quality and timeliness in terms of outcomes.

I now turn to the matter of corruption awareness and prevention. This is an extremely important element of an integrity development function. However, the focus across most units of public administration is on investigating and resolving allegations of corrupt conduct and the majority of resources are directed towards these functions. This is due in part to resourcing limits and as a consequence, education and awareness has become a lower priority. In particular, the development and implementation of a purpose designed agency wide prevention and awareness strategy would greatly assist in reducing corrupt conduct.

Whilst, there are numerous education and awareness resources published on the CCC's internet site, it would be beneficial for the CCC to be able to provide resources to individual agencies to assist them in designing and implementing customised corruption awareness campaigns. TMR would welcome assistance in this regard.

Overall TMR appreciates the ongoing support, guidance and assistance it receives from the CCC and there is a strong and effective liaison in place.

Thank you again for the opportunity to provide input and I trust this information will be of assistance to your review.

If you require further information, I encourage you to contact Mr Trevor Chippindall, Director (Ethical Standards) by email at trevor.k.chippindall@tmr.qld.gov.au or on 3066 1489.

Yours sincerely



Neil Scales
Director-General
Department of Transport and Main Roads