



# Annual Report 2020–21

An independent agency combating major  
crime and reducing corruption for the benefit  
of the Queensland community.



**Crime and Corruption Commission**

**QUEENSLAND**

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31 August 2021

The Honourable Shannon Fentiman MP  
Attorney-General and Minister for Justice,  
Minister for Women and Minister for the  
Prevention of Domestic and Family Violence

1 William Street Brisbane Qld 4000

Dear Attorney

I am pleased to submit for presentation to the Parliament the Annual Report 2020–21 and accompanying financial statements for the Crime and Corruption Commission (CCC).

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standards 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be accessed at page 121 of this annual report.

Yours sincerely



**A J MacSporran QC**

Chairperson  
Crime and Corruption Commission

## About this report

This annual report assesses our agency's performance against our strategic objectives including performance indicators aligning with our [2020–24 Strategic Plan](#), [2020–21 Operational Plan](#), and [2020–21 Service Delivery Statement](#). This report includes both qualitative and quantitative performance information demonstrating our commitment to combating major crime and reducing corruption for the benefit of the Queensland community.

As part of our commitment to transparent and accountable reporting, we have endeavoured to strike a balance between informing the public and protecting confidential information that could compromise a person or an ongoing investigation. For this reason, it is not possible to include detailed reports on our witness protection program.

This annual report is available on our website at [www.ccc.qld.gov.au/annualreport](http://www.ccc.qld.gov.au/annualreport) or in hard copy upon request. Our website also hosts detailed information about our agency, including our [2020–24 Strategic Plan](#), [2019–21 Audit Plan](#), [publications](#), [media releases](#) and information about [government bodies](#) relevant to us.

Additional information on consultancies, overseas travel and interpreter services (in accordance with the Queensland Language Services Policy) is published through the Queensland Government Open Data portal, [www.data.qld.gov.au](http://www.data.qld.gov.au).

## Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander peoples as the First Australians and recognise their culture, history, diversity and their deep connection to the land, waters and seas of Queensland and the Torres Strait. We acknowledge the Traditional Custodians of the lands on which we operate and wish to pay our respects to their Elders past, present and emerging.

## Interpreter service



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding this annual report, you can contact us on either **07 3360 6060** or **toll-free 1800 061 611** and we will arrange for an interpreter to effectively communicate the report to you.

## Feedback

We welcome your comments on this report. See the back cover for contact details on where to address your feedback.

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# Our vision, purpose and values

## Our vision

Safe communities supported by fair and ethical public institutions.

## Our purpose

We are an independent agency combating major crime and reducing corruption for the benefit of the Queensland community.

## Our values

Our values underpin everything we do.



### People

We value, respect and collaborate with each other.  
We develop ourselves and those around us.  
We act in the interests of the Queensland community.



### Accountability

We own our actions and decisions.  
We are responsible with the resources we are given.  
We are responsive to our stakeholders.



### Integrity

We are honest and transparent.  
We act with impartiality.  
We keep our commitments.



### Courage

We question the status quo.  
We embrace change.  
We stand up for what is right.



### Excellence

We deliver consistent high performance.  
We treat our mistakes as opportunities.  
We implement ideas that create value.

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# Key facts and figures

**335** full-time equivalent employees

**\$64.9 M** annual budget

**3,681** complaints of suspected corruption assessed

**4** people charged with **67** criminal offences relating to corruption investigations

**43** days of hearings with **51** witnesses examined relating to corruption investigations

**64** recommendations for disciplinary action relating to **33** people following corruption investigations

**2** corruption audits completed

**203** corruption prevention recommendations made

**23** people charged with **468** criminal offences relating to crime investigations

**190** days of hearings with **177** witnesses examined relating to crime investigations

**237** law enforcement intelligence disclosures

**33** confiscation matters concluded with **\$8.688 M** proceeds of crime forfeited to the State of Queensland

# Who we are

**The origins of the Crime and Corruption Commission date back to July 1989 when Mr Tony Fitzgerald QC presented the Queensland Government with the findings of the *Commission of Inquiry into Possible Illegal Activities and Associated Police Misconduct* (known as the Fitzgerald Inquiry Report).**

The Fitzgerald Inquiry recommended the Queensland Parliament establish an independent agency to fight organised crime and corruption to help restore confidence in our public institutions, and to be responsible for Queensland's witness protection program. Since that time, the presence of an independent Commission dedicated to fighting organised crime and corruption has been a constant in Queensland public life.

Although there have been several iterations of the Commission since 1989, the core work of the Commission has essentially remained the same.

Today's CCC investigates major crime and corruption, has oversight of both the police and the public sector, recovers the proceeds of crime and is responsible for Queensland's witness protection program.

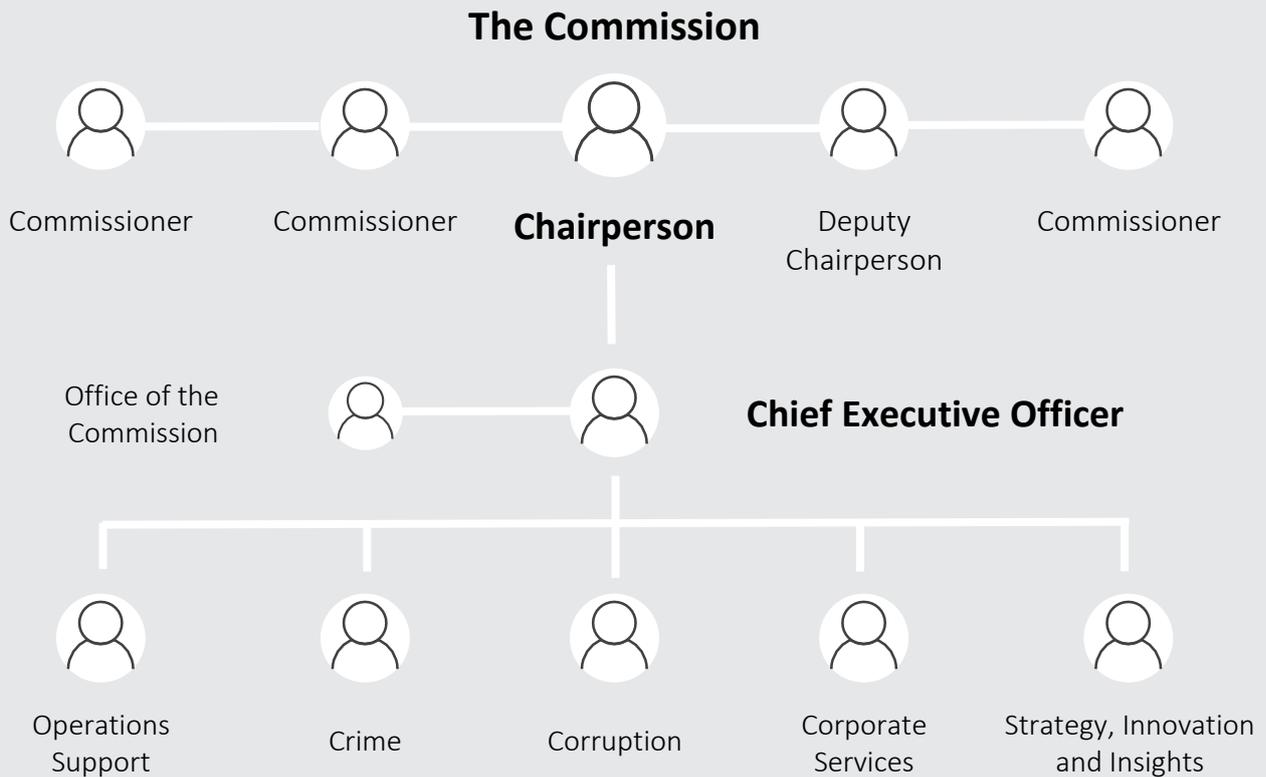
Our work includes:

- investigating major crime, criminal paedophilia, terrorist activity and serious crime
- receiving, assessing and investigating complaints of corruption
- developing strategies to prevent major crime and corruption, and
- undertaking intelligence activities and conducting research on crime, corruption, policing and other relevant matters.

The *Crime and Corruption Act 2001* sets out our primary functions, powers and governance structure. The following additional legislation supports our functions by enabling us to recover criminal proceeds, protect witnesses, and gather evidence through searches and surveillance.

- *Criminal Proceeds Confiscation Act 2002*
- *Police Powers and Responsibilities Act 2000*
- *Telecommunications Interception Act 2009*
- *Telecommunications (Interception and Access) Act 1979* (Cth)
- *Witness Protection Act 2000*

# Our organisational structure



**Operations Support** division delivers both overt and covert capabilities to support our investigative strategies including witness protection, technical surveillance, physical surveillance, evidence management and forensic computing services.

**Crime** division combats and prevents major crime, including organised crime, paedophilia, terrorist activity and serious crime, and recovers the proceeds of crime.

**Corruption** division investigates complaints of serious and systemic corruption and undertakes a range of prevention activities to ensure complaints about corruption are dealt with appropriately and raise the standard of conduct in the Queensland public sector.

**Corporate Services** division supports our operational functions through providing high-quality services, including performance reporting, governance, financial management, human resource management, corporate communications, business systems support, security, information and communication technologies (ICT), facilities and procurement services.

**Strategy, Innovation and Insights** division undertakes research and analysis, coordinates the development and implementation of our strategies, and drives innovation by turning insights into action, building critical capabilities, and implementing transformational change.

*A breakdown of our employees by division is provided on page 72.*

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# Our stakeholders and partners

The **Queensland public** is our key stakeholder — we focus our efforts on crime and corruption that causes the most detrimental impacts to our communities.

**Queensland public sector agencies**, including public sector departments and agencies, Queensland's other integrity agencies, the Queensland Police Service, local governments and government-owned corporations and universities, work with us to investigate and prevent crime and corruption in Queensland.

The **Parliamentary Crime and Corruption Committee** oversees our performance and activities and deals with complaints against us.

The **Parliamentary Crime and Corruption Commissioner** undertakes audits and inspections of our compliance with statutory obligations.

Queensland's **Attorney-General and Minister for Justice, Minister for Women, and Minister for the Prevention of Domestic and Family Violence** allocates our budget and monitors our efficiency, effectiveness, economy and timeliness.

The **Public Interest Monitor** monitors our compliance with key legislation, including examining our applications for covert search warrants and surveillance warrants.

The **Queensland Audit Office**, the **Office of the Information Commissioner**, and the **Queensland Ombudsman** all have a role in monitoring or examining our performance and compliance with statutory obligations.

The **Office of the Director of Public Prosecutions** conducts independent prosecution of matters arising from crime and corruption investigations and assists with proceeds of crime litigation resulting from our crime and corruption investigations.

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We also work closely with **state and national law enforcement and anti-corruption agencies** by participating in joint investigations, sharing intelligence products and operational resources, and using our coercive powers in support of other agencies' investigations.

## Our interstate partners

### New South Wales

- Independent Commission Against Corruption
- Law Enforcement Conduct Commission
- New South Wales Crime Commission
- New South Wales Police Force

### Victoria

- Independent Broad-based Anti-Corruption Commission
- Victoria Police

### South Australia

- Independent Commissioner Against Corruption
- Office for Public Integrity
- South Australia Police

## Our Commonwealth partners

- Australian Commission for Law Enforcement Integrity
- Australian Criminal Intelligence Commission
- Australian Federal Police
- Home Affairs (including the Australian Border Force)
- Australian Taxation Office
- Australian Transaction Reports and Analysis Centre

### Western Australia

- Corruption and Crime Commission
- Western Australian Police Force

### Tasmania

- Integrity Commission
- Tasmania Police

### Northern Territory

- Independent Commissioner Against Corruption
- Northern Territory Police

### Australian Capital Territory

- Australian Capital Territory Integrity Commission

# How we work

## Fighting major crime

We conduct crime investigations and intelligence operations into serious and organised crime and can take action to confiscate the suspected proceeds or benefits derived from serious crimes. We may also engage our research, prevention, and intelligence functions to support these activities and, more broadly, our role in reducing the incidence of major crime.

We focus our efforts on the criminals and criminal organisations who cause the most harm to our community through their serious criminal activities such as drug trafficking, money laundering, child sexual exploitation, and homicide.

Our interdisciplinary teams and unique hearing powers provide a powerful capability for investigating crime and gathering critical intelligence. We use these capabilities to support our law enforcement partners by sharing intelligence and by assisting them to advance their investigations through securing otherwise unobtainable evidence and intelligence.

Under the *Criminal Proceeds Confiscation Act 2002*, we are responsible for administering the civil confiscation scheme and serious drug offender confiscation order scheme. These schemes enable the removal of financial benefits from serious drug and other crime related activity, which is a strong deterrent for those engaging or planning to engage in offending motivated by financial gain.

## Exposing corruption

We investigate the most serious and systemic corruption within the Queensland public sector<sup>1</sup>, which can divert critical resources away from our community and fuel distrust in our government.

Corruption is defined under the *Crime and Corruption Act 2001* as corrupt conduct and police misconduct and includes a range of actions where influence, confidential information or official resources are used for personal gain. Common examples of the matters we manage include fraud and theft, excessive use of force/assault, extortion, unauthorised access to confidential information, and favouritism.

Complaints containing one or more allegations of corruption are the principal starting point for most of our investigations. Trends in complaints can be a significant indicator of emerging corruption risks and issues across the public sector.

We may refer a complaint to another agency when, for example, the agency has capacity to investigate the complaint, they are actively investigating related matters, or they are better equipped to investigate the complaint. Complaints may also be referred to agencies that have jurisdiction to deal with the matter under their own statutory framework.

<sup>1</sup> Under the *Crime and Corruption Act 2001*, our corruption function relates to 'units of public administration' as defined under section 20 of the Act. In this report, we also use the term 'public sector agency' to cover this broad and diverse jurisdiction, which includes Queensland State Government departments, public sector agencies and statutory bodies, the Queensland Police Service, local governments, government-owned corporations, universities, prisons, courts, tribunals and elected officials.

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## Preventing crime and corruption

We undertake a range of prevention activities with the aim of reducing the incidence of major crime and corruption within the Queensland community. We work collaboratively with our key stakeholders (see pages 10 to 11) by sharing information and building capability for identifying and preventing major crime and corruption.

We work to prevent major crime by gathering critical intelligence and information about the methods and systems that criminal organisations and their participants use. We work with this information ourselves and share it with our law enforcement partners to support the disruption of criminal activity. We work to remove the financial incentives for engaging in criminal activities which also prevents the reinvestment of these profits to support ongoing criminal activities.

We strive to prevent public sector corruption by undertaking research and prevention activities into areas of high corruption risk. We produce advisory materials to highlight areas of concern and guide public sector responses by sharing lessons learnt from our assessments, investigations and audits. Our prevention work encourages ongoing commitment to ethical behaviour and transparency across the entire public sector.

Our considered approach to prevention ensures we respond effectively to emerging crime and corruption risks, and the risks with the highest potential impact on the Queensland community.

## Our powers

### Coercive powers

We can hold hearings, compelling witnesses to attend where they must respond to questions, even if the answer is self-incriminating. We also have the power to compel people or agencies to produce records or other items.

Our hearings power allows us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of how organised crime involvement in criminal activity.

These powers are used extensively in corruption investigations and major crime investigations, including those investigating organised crime and money laundering. Our ability to compel the production of documents may also be used for our confiscation investigations.

### Power to conduct a public inquiry

When we identify systemic corruption with the potential to reduce public confidence in fundamental systems of public administration and government, we have the power to conduct a public inquiry. Public exposure of systemic issues allows for wider gathering of evidence and information on which to base findings and recommendations than can be achieved in a normal investigation.

### Limits to our powers

We investigate matters and gather evidence but do not determine guilt or undertake disciplinary action. Queensland Police Service officers seconded to our agency retain their police powers. These officers may charge an individual with one or more offences based on sufficient evidence, reasonable prospects of a successful prosecution, and if such action is considered to be in the public interest.

Where charges are laid, the prosecution will be conducted by a Queensland Police Service prosecutor or the Office of the Director of Public Prosecutions, depending on the jurisdiction in which proceedings are commenced and the seriousness of the alleged offences.

Following a corruption investigation, we may also refer matters to the head of a public sector agency for consideration of disciplinary action.

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# Message from the Chairperson

**It gives me great pleasure to present the 2020–21 Annual Report for the Crime and Corruption Commission. I am proud of our achievements over the past 12 months despite the significant challenges we have faced as individuals, and as an agency, due to the COVID-19 pandemic. This report details how we continued to operate as a unified, collaborative agency to progress our 2020–24 Strategic Plan objectives.**

## Targeting professional facilitators and enablers of crime

Throughout this year, we achieved significant outcomes from our continued focus on the enablers of major and organised crime.

Operations Jackal and Mercury investigated allegations that legal professionals were facilitating the criminal activities of their clients. Combined, the two investigations resulted in the charging of a range of legal professionals, their clients and associates with over 400 offences, including money laundering, fraud, and possession of dangerous drugs. In Operation Mercury alone, a solicitor from a Brisbane-based law firm was charged with 110 offences. The scale of the alleged offending that we uncovered in these operations has clearly demonstrated the value of our continued focus in this area.

By directing our efforts towards the systems and expertise that enable or facilitate serious crimes we have been able to identify and exploit criminal network vulnerabilities.

For example, in April 2021, following an investigation into the supply of encrypted communications devices, we charged a person with money laundering, structuring cash payments to defeat mandatory reporting protocols, and attempting to pervert the course of justice. We uncovered that the person had supplied more than 500 encrypted communication devices across 32 separate suspected organised crime groups, predominantly to persons engaged in trafficking dangerous drugs, and had acquired more than \$1.75 million in proceeds, as part of his activities.

## Recovering the proceeds of crime

We continue to make Queensland a hostile place to engage in crime for profit and acquire criminal wealth by targeting high profit, high impact crime. We work closely with the Queensland Police Service and the Office of the Director of Public Prosecutions to identify and litigate proceeds of crime matters, as well as the Public Trustee of Queensland (who holds and disposes of restrained property).

In 2020–21, we obtained 42 orders restraining \$20.159 million in assets, and 33 orders to permanently forfeit \$8.688 million in assets to Queensland’s consolidated revenue fund so it can be reinvested into the community.

In one instance, we obtained an order for \$2.66 million in assets to be forfeited to the State of Queensland arising from a Queensland Police Service operation into alleged cannabis trafficking.

## Enhancing our future investigative outcomes

In parallel with the large amount of work that goes into our major crime operations, this year we also focused on understanding the evolving criminal environment in which we operate. We undertook several projects to enable us to identify and develop the key capabilities required to respond effectively to the technological and professional nature of serious and organised crime. We undertook an assessment of money laundering to gather insights into the extent and nature of this activity within our community; we advanced our capability to investigate cryptocurrency-enabled crime; and we examined the impact our proceeds of crime actions have in disrupting criminality so that we can refine our approach.

Already we are seeing outcomes from these critical capability projects, including facilitating an order to restrain a cryptocurrency account, known as a ‘Coinjar’, in December 2020.

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## Uncovering misuse of authority and gender discrimination within recruitment practices

In our milestone report tabled in the Queensland Parliament in May 2021, we detailed how the Queensland Police Service's well-intentioned 50/50 gender recruitment strategy resulted in discriminatory recruitment practices from December 2015 to around October 2018. Our investigation was crucial in uncovering the extent of unethical behaviours arising largely from the organisational culture at the time.

In our report on the matter, we recommended disciplinary action against multiple individuals, as well as 31 procedural recommendations that are currently being progressed by the Queensland Police Service. Importantly, all public sector agencies can learn from the findings in our report, as none are immune from this type of corruption risk.

## Responding to allegations relating to elected officials

A significant number of the corruption allegations we received in the past two years have related to the misuse of authority. Of particular concern are allegations that relate to elected officials and officers of the Queensland Police Service.

For example, in 2020–21, we examined allegations the Premier's former Chief of Staff used his position to obtain a grant from the government investment fund for a company in which he was a shareholder and director. Our investigation (Keller) uncovered how the Premier's former Chief of Staff failed to fully and accurately disclose his non-pecuniary interests in accordance with his legislative and policy obligations, and that such failure would have provided grounds for consideration of disciplinary action had he not resigned from his position.

Our report was tabled in the Queensland Parliament in September 2020 and included five procedural recommendations to improve transparency and governance relating to declaring and managing conflicts of interest, along with a recommendation to amend the *Integrity Act 2009* to impose an obligation to disclose any advice received from the Integrity Commissioner to the designated person's reporting supervisor.

## Understanding emerging public sector corruption risks

During Investigation Keller, we identified corruption risks arising from the crossover between public and private entities. To better understand these risks, we commenced a project to examine public and private sector relationships, including interactions by lobbyists and contractors.

In March 2021, to enable a collaborative discussion about corruption risks, we co-hosted the inaugural Integrity Summit, with the Queensland Integrity Commissioner and the South Australian Independent Commissioner Against Corruption. The summit's theme was 'Lobbying and the public sector' with discussions focused on what integrity agencies can do to ensure public confidence in the decisions being made on their behalf by public servants and elected officials.

To expand our understanding of corruption perceptions and risks in the Queensland public sector, we surveyed employees of public service departments in May 2021. The knowledge gained will build on last year's survey targeting local government employees, with survey results informing our ongoing corruption prevention work to improve integrity and transparency within the sector.

## Looking to the future

Our future program of work will ensure we continue to expose serious and systemic corruption and advance major crime investigations as the criminal environment in which we operate becomes more sophisticated and technologically enabled.

In terms of our operational focus, many of our long-term objectives and associated areas of focus remain relevant to achieving our organisational vision. Next year, our corruption area of focus will shift to encompass offences involving the misuse of authority — the second highest category of complaints behind failure of duty.

Importantly, none of these achievements would be possible without the continued efforts of our people. I take this opportunity to thank each of them for their contribution as we continue to work through the challenges of this ongoing pandemic. Their resilience and adaptability has been truly commendable.

**Alan MacSporran QC**  
Chairperson

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# Message from the CEO

**As for many organisations, 2020–21 continued to present unique challenges for our agency. Our organisational agility has been instrumental in streamlining our response to the COVID-19 pandemic and enabling us to successfully deliver our major crime, corruption, proceeds of crime, and witness protection functions. Each year we attempt to build on our successes and this year was no different. We continued to effectively balance our operational priorities with our support for our people and build our organisational capabilities to prepare for the future.**

## Enhancing our critical capabilities

Strong investment in recent years has positioned us as an early adopter and leader in digital resilience and innovation; provided ‘anywhere, anytime’ network access through cloud technologies; and enhanced our intelligence gathering, forensic computing and data and insights capabilities.

Central to our achievements has been the outstanding resilience and determination of our people. They have shown true commitment in delivering our crucial services that are designed to keep our community safe. Our multidisciplinary teams bring together diverse skills and perspectives and are one of the keystones of our success.

We recognise that our people are our most important asset and critical to our success, which is why in 2020–21 we invested in:

- fostering adaptable, confident and capable leaders who can guide our agency through change
- building our cultural awareness capabilities to further promote our inclusion and diversity strategies, and
- maintaining a strong governance, risk and compliance culture through further investment in our online workplace compliance training system (CCC Learning).

As part of our Reconciliation Action Plan (RAP), we have made a commitment to engage all commission officers in continuous cultural learning opportunities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories, and achievements.

## Strategically connecting our people, insights and technologies

Despite the significant challenges posed by the COVID-19 pandemic in 2020–21, we continued our investment in initiatives to build critical capabilities and connect our people with insights and technologies.

Last year, we developed our Workforce, Digital and Insights Strategies, including roadmaps to guide our program of work and create an engaged workforce with the tools to make efficient insight driven decisions.

### Evolving our workforce for the future

In the first year of our Workforce Strategy (2020–24), we enhanced our capabilities, processes and systems to better support our workforce now and in the future.

We launched a new approach to measure our people’s engagement and experience, rebuilt our recruitment and selection processes and are reviewing our policies and employment conditions to position our agency as a great place to work.

To assist us to understand and prepare for the future of our work we are embedding new decision criteria into our strategic planning cycle and to lead our people through the changes ahead, we are building agile leaders, empowered by technology.

These initiatives enhance and refine our existing programs that are focused on engaging, developing and supporting our people.

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### **Creating smarter, simpler and more effective services**

This year, we accelerated our digital transformation guided by our Digital Strategy (2020–24). We commenced a new program of work – the Continued Digital Enablement Program – to protect and enhance our investment in digital maturity and build on the success of our initial investments that we have made as part of the Digital Workplace Program.

With the significant change and uplift in digital maturity our agency has undergone in the last two years, it became imperative to develop a value-chain oriented operating model that considers people, process, and technology. Our Digital Operating Model features digital governance, demand management, and service delivery and support. We will shortly be reviewing the impact of the proposed model and looking to implement it in concert with a defined service catalogue that aligns roles and responsibilities with service delivery functions.

These initiatives aim to ensure our information technology architecture continues to be resilient and provides the foundations for our future.

### **Empowering our people with data, insights and innovation**

Our Digital and Workforce Strategies are enhanced by the initiatives in our Insights Strategy (2020–24). This year we developed a Data Governance Strategy to establish our strategic intent, vision and focus for future enhancements and lay the foundation for future capability uplift through delivering a modern, cloud-based data warehouse infrastructure and analytics environment.

This year, we also developed an Integration Strategy (2021–25), which underpins the ongoing delivery of our Digital and Insights Strategies through strategically connecting our information and systems to improve our ability to use data to solve existing and emerging challenges. In parallel with the development of this strategy, we also developed an Enterprise Architecture Blueprint to guide future integration by defining the complex IT landscape within our agency, and a roadmap to integrate our enterprise network and operational technology networks to enhance security and efficiency.

These investments continue to strategically position us for the future, by ensuring our digital platforms remain contemporary, sustainable, secure, and fit-for-purpose.

### **Looking ahead**

In the coming year, we will be focusing on delivering against the ambitions set in our Workforce, Digital and Insights Strategies.

We will continue to focus on building our critical organisational capabilities and continuing our commitment to staff development, growth, and wellbeing.

Our current and future workforce is, and will continue to be, comprised of people who are focused on achieving our purpose. The work of the CCC requires people who work well under pressure, who are innovative, who are creative, detailed and resilient. We will continue to invest in them, because the Queensland community who we serve, deserve a well-resourced, capable and committed crime and corruption commission.

**Jen O'Farrell**  
Chief Executive Officer

# Our strategic objectives

**Our Strategic Plan sets the strategic direction for our agency and guides our day-to-day operations. We review our strategic plan annually to ensure we remain responsive to emerging issues and challenges.**

**Our 2020–24 Strategic Plan provides the foundation for this annual report, as we track our progress this year against our strategic objectives, and areas of focus. Our Strategic Plan aligns with the objectives in *Unite and Recover – Queensland’s Economic Recovery Plan*, in particular, safeguarding people’s health and jobs by keeping Queensland pandemic-ready, and delivering world-class frontline services in community safety.**

## **OBJECTIVE: Reduce the incidence of major crime and corruption in Queensland**

Our key strategies to progress this objective are to:

- advance major crime investigations and help the Queensland Police Service solve 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
- work with stakeholders to build corruption resistant public institutions, and
- inform public policy about major crime and corruption by providing independent advice to government.

## **OBJECTIVE: Build our organisational capability**

Our key strategies to progress this objective are to:

- develop capabilities to create a healthy, collaborative and innovative culture
- modernise and embed changes to our assets, systems, processes and workplace, and
- leverage data and information to become an insight driven agency.

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## Our areas of focus for 2020–21

In 2020–21, we had six areas of focus related to our strategic objectives:

- illicit markets of high value or high public impact
- crimes involving risk to, or actual loss of, life or serious injury to a person
- crimes against children and vulnerable victims
- corruption involving elected officials, misuse of confidential information, and exploitation of public sector resources
- stakeholder engagement, and
- critical organisational capabilities including digital, analytics and workforce planning.

## Our strategic opportunities and risks

To ensure we meet our strategic objectives, we manage strategic risks and promote opportunities to strengthen our capabilities by:

- keeping ahead of change — modernising our systems and adapting our organisational agility to innovate and lead change
- actively engaging with our stakeholders — working in partnership with others to inform, educate and empower our key stakeholders
- maintaining effective governance — growing a strong governance culture to support compliance and safeguard our information assets
- future-proofing our workforce — empowering our people to develop critical capabilities and to live our values
- promoting a safe work environment — actively supporting a safe and healthy work environment, and
- building a culture that respects, promotes and protects human rights — decision-making and actions are compatible with human rights.

## Measuring our performance

We evaluate our performance toward the objectives in our [2020–24 Strategic Plan](#) against the following performance measures:

- improved public confidence in our work
- improved investigative outcomes
- improved stakeholder engagement
- improved staff engagement and wellbeing, and
- improved systems and analytics capability.

A snapshot of our performance toward these measures is provided on pages 20 to 21.

### Our Service Delivery Statement

As part of the Queensland State Government Budget process, each year we prepare a Service Delivery Statement detailing the high-level service our agency provides to the Queensland community. This statement includes our service standards which are the effectiveness and efficiency measures used to assess our performance.

The 2020–21 Queensland State Budget Service Delivery Statements are published online.

Our service standards and results are provided on page 22.

# 2020–21 at a glance

## OBJECTIVE: Reduce the incidence of major crime and corruption

### Improved investigative outcomes

- Received 3,490 complaints of corruption
- Finalised 29 corruption investigations and 32 crime investigations
- Investigated allegations of exploitation of public sector resources by employees of the Palm Island Aboriginal Shire Council (page 42) and fraud by two employees of the Department of Education (page 48)
- Our report, *Investigation Arista: A report concerning the investigation into the Queensland Police Service's 50/50 gender equity recruitment strategy*, was tabled in the Queensland Parliament (page 39)
- Our report, *An investigation into allegations relating to the appointment of a school principal*, was tabled in the Queensland Parliament (page 44)
- Our report, *Investigation Keller: An investigation into allegations relating to the former Chief of Staff to The Honourable Annastacia Palaszczuk MP, Premier of Queensland and Minister for Trade*, was tabled in the Queensland Parliament (page 41)
- Disrupted criminal networks through targeting:
  - legal and financial practitioners facilitating money laundering (Operations Mercury and Jackal, pages 29–30) and illicit drugs trafficking (Operation Romeo Amata, page 30), and
  - an encrypted telecommunications distributor facilitating drug trafficking and money laundering (Operation Morse, page 30)
- Worked with the Queensland Police Service to disable a drug trafficking network (Operation Quebec Resolution, page 30) and to advance or solve 17 homicide investigations, including 5 homicides of children (pages 36–37)
- Restrained \$20.159 million and secured court orders forfeiting \$8.688 million in proceeds of crime (page 32)
- Enhanced future investigative outcomes by:
  - building our capacity to investigate cryptocurrency-enabled organised crime (page 28)
  - assessing Queensland's money laundering risk environment (page 29), and
  - assessing the disruptive impacts of proceeds of crime outcomes (page 31)

### Improved stakeholder engagement and public confidence in our work

- Refreshed our agency-wide Stakeholder Engagement Strategy, developed a Corruption Strategy, and implemented a Crime Stakeholder Engagement Strategy to embed a consistent approach to our stakeholder engagement activities (pages 50–53)
- Participated in law enforcement forums and working groups that deliver outcomes for the *National Strategy to Fight Transnational, Serious and Organised Crime* through joint operations, coordination of local strategies and collaboration (page 51)
- Progressed activities to share valuable information with our law enforcement partners including co-developing a *Drug Guide 2021* with the Queensland Police Service (page 30) and disseminating a law enforcement guide about an encrypted communications platform (page 28) and several information reports
- Investigated ways to improve service delivery and access for Aboriginal and Torres Strait Islander peoples (page 60)
- Co-hosted an inaugural Integrity Summit to promote inter-agency discussion of corruption risks (page 43)
- Undertook audits to identify corruption risks (page 53)
- Published four summary audit reports (page 53) and five prevention advisories (page 53)
- Surveyed employees of local government and state government agencies about corruption perceptions and risks (pages 42–43)
- Made 203 prevention recommendations
- Updated our [Corruption Allegations Data Dashboard](#) (page 53)
- Presented to key stakeholders, including local government Chief Executive Officers (page 44) and holding a [Corruption Prevention Forum](#) (page 43)
- Invited senior Queensland Government officials to partner with us to build corruption resistance (page 43)
- Released two videos urging public sector Chief Executive Officers and employees to protect their agencies from fraud (page 53)
- Achieved a gold standard for our 2019–20 Annual Report from the Australasian Reporting Awards

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## OBJECTIVE: Build our organisational capability

### Improved staff engagement and wellbeing

- Enhanced our ability to measure and improve employee experience by investing in a new digital platform to engage with our people (page 57)
- Built a strong, inclusive culture which celebrates our key values, including by:
  - simplifying the process for peer-recognition (page 61)
  - celebrating our employees' achievements (page 61), and
  - progressing our Innovate Reconciliation Action Plan (page 60)
- Supported the health and wellbeing of our people through holding 28 wellbeing activities (page 58)
- Supported the professional development of our people including through investing \$372,621 in training and development (page 63)
- Supported 21 employees to undertake tertiary education and engaged 50 employees in the mentoring program to share knowledge and create networks (pages 62–63)
- Progressed initiatives within our Workforce Strategy (pages 56–57) to design our future workforce, including:
  - amending our human resource policies and industrial instruments to create competitive and attractive employment conditions (page 57), and
  - rebuilding our recruitment and selection process to focus on candidate experience (page 57)
- Facilitated the Working for Queensland survey (page 62) with a 79 per cent response rate resulting in the following key actions:
  - training to increase the capability and confidence of our leaders in supporting ongoing flexible work agreements for their teams
  - continuing our leaders' role-modelling personal use of flexible work agreements and ongoing messaging regarding our agency commitment to flexible work agreements, and
  - communications to address workload concerns, including how we can better manage change

### Improved system and analytics capability

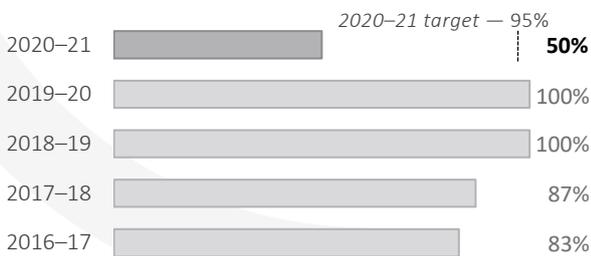
- Improved our critical organisational capabilities, including digital (page 64), analytics (page 66) and workforce planning (page 56) to ensure we remain a responsive, relevant and sustainable crime and corruption fighting organisation
- Continued to modernise our digital and information technology capability through initiatives within our Digital Strategy (page 64) and Insights Strategy (page 66), including:
  - upgrading our ICT infrastructure (page 65)
  - delivering a cloud-based data warehouse (page 66)
  - developing a Data Governance Strategy (page 66)
  - developing an Enterprise Architecture Blueprint (page 67)
  - developing a roadmap for integrating our enterprise and operational technology networks (page 67)
  - developing a value-chain oriented Digital Operating Model (page 65), and
  - implementing functionality to increase our evidence extraction capacity through automation (page 65)
- Developed our Integration Strategy to optimise integration of new functionality with residual systems and applications, as we continue our digital transformation to become a data-driven agency (page 67)
- Enhanced our organisational resilience, forensic computing capabilities and online intelligence gathering capabilities (page 65)
- Commenced a program of work to further enhance our digital maturity in 2021–22 (page 64)
- Progressed the development of a new case management system (CMS) (page 65)
- Commenced delivery of a digital stakeholder management solution to improve the efficiency and quality of our approach to engagement with our crime stakeholders (page 50)

# Performance information

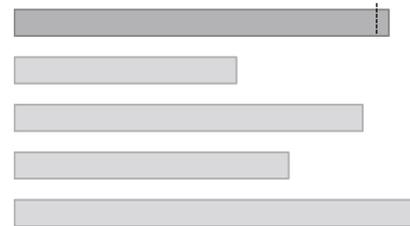
## Service Delivery Statement: Service standards

In 2020–21, we delivered services in the Crime Fighting and Anti-Corruption service area to protect Queenslanders from major crime and corruption. We work toward our vision of safe communities supported by fair and ethical public institutions by combating major crime and reducing corruption for the benefit of the Queensland community.

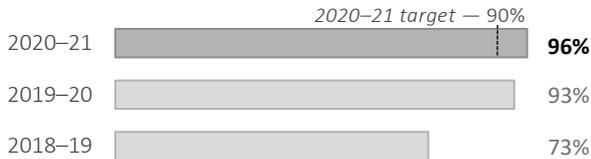
**Figure 1:** Percentage of targeted criminal entities disrupted as a result of crime investigations<sup>1</sup>



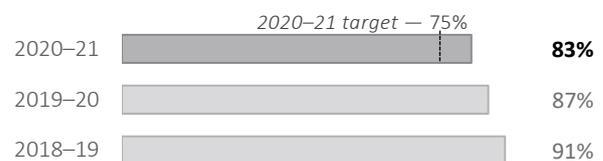
**Figure 2:** Percentage of corruption investigations finalised within 12 months<sup>6</sup>



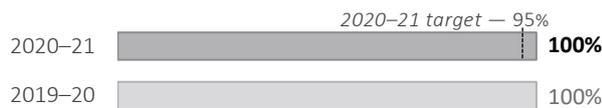
**Figure 3:** Percentage of referred crime investigations finalised within six months<sup>2,3</sup>



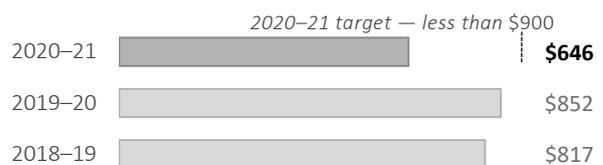
**Figure 4:** Percentage of corruption investigations resulting in significant outcomes<sup>2,7</sup>



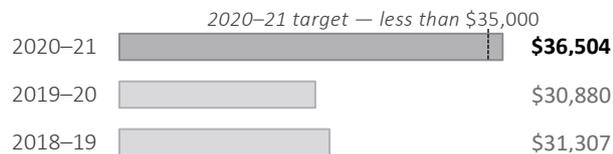
**Figure 5:** Percentage of coercive hearings that add value to a referred crime investigation<sup>4</sup>



**Figure 6:** Average cost per assessment of corrupt conduct/ police misconduct complaints<sup>2</sup>



**Figure 7:** Average cost per referred crime investigation<sup>2,5</sup>



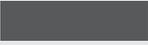
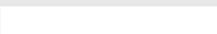
Notes:

- The variance between the 2020–21 target and 2020–21 result is due to two of the four investigations captured by the measure not strictly meeting the target due to the findings of the investigations. The 2020–21 result is lower than the estimated actual published in the 2021–22 Service Delivery Statement as one investigation expected to result in disruption, did not do so within the financial year.
- New measure introduced in 2018–19.
- The 2020–21 result exceeded the estimated actual published in the 2021–22 Service Delivery Statement, following the finalisation of two new investigations and one ongoing investigation within the target timeframe near the end of 2020–21.
- New measure introduced in 2019–20.
- The variance between the 2020–21 target and 2020–21 result is due to a less than anticipated number of referred crime investigations closed in the financial year. Referred crime investigations are referred by the Queensland Police Service and the reduction in the number of investigations closed is largely due to the flow on effects of COVID-19, by way of the reassignment of Queensland Police Service resources and delays associated with witnesses attending hearings, particularly from interstate. The variance between the 2020–21 target and 2020–21 result represents one additional investigation being closed.
- The 2020–21 result is higher than the estimated actual published in the 2021–22 Service Delivery Statement due to the completion of more investigations than estimated.
- The 2020–21 result exceeds the estimated actual published in the 2021–22 Service Delivery Statement as more investigations were completed than were expected, with a higher proportion than expected achieving significant outcomes.

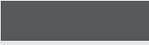
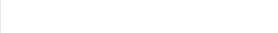
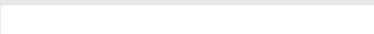
## Other operational outcomes

Aspects of our work involve referrals from external agencies, primarily the Queensland Police Service (crime investigations, hearings, proceeds of crime recovery) and public sector agencies (allegations of corruption). As it's important to remain responsive to our external stakeholders, we do not develop annual targets for all of our performance indicators. Instead, we maintain a flexible resourcing model in order to focus our effort on areas of highest need. Provided below is five-year comparative data for our operational work.

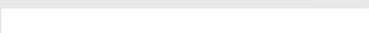
**Figure 8:** Crime investigations finalised

2020–21		<b>32</b>
2019–20		32
2018–19		37
2017–18		85
2016–17		48

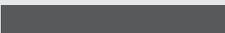
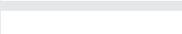
**Figure 9:** Corruption investigations finalised<sup>1</sup>

2020–21		<b>29</b>
2019–20		53
2018–19		65
2017–18		56
2016–17		71

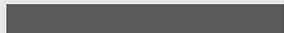
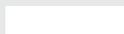
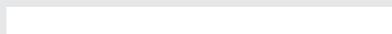
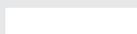
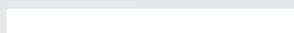
**Figure 10:** Crime hearing days

2020–21		<b>190</b>
2019–20		178
2018–19		208
2017–18		259
2016–17		313

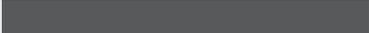
**Figure 11:** Corruption hearing days

2020–21		<b>43</b>
2019–20		42
2018–19		36
2017–18		63
2016–17		29

**Figure 12:** Value of assets restrained (\$ million)

2020–21		<b>20.16</b>
2019–20		8.99
2018–19		28.25
2017–18		9.71
2016–17		21.12

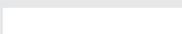
**Figure 13:** Corruption complaints received

2020–21		<b>3,490</b>
2019–20		3,327
2018–19		3,109
2017–18		3,098
2016–17		3,041

**Figure 14:** Value of assets forfeited (\$ million)

2020–21		<b>8.69</b>
2019–20		7.18
2018–19		13.65
2017–18		9.45
2016–17		8.99

**Figure 15:** Corruption allegations received

2020–21		<b>8,563</b>
2019–20		8,726
2018–19		8,329
2017–18		8,862
2016–17		7,898

Note:

1. Many of the investigations undertaken in 2020–21 were complex in nature, resulting in a reduced number finalised when compared to previous year.

# Financial summary

**This financial summary provides an overview of our financial performance for the 2020–21 financial year. A detailed view of our financial performance is provided in the Financial Statements (see page 82).**

## Overview

We had a net operating surplus of \$2,001,000 in 2020–21. This surplus is due to deferral of expenditure to 2021–22 to meet ongoing activities in the development of the Digital Workplace Program.

## Revenue

Total revenue for 2020–21 was \$65.139 million, decreasing by 0.62 per cent or \$0.406 million from 2019–20.

The State Government grant funds accounts for 97.6 per cent of our total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including employee car parking income and gains on sale of plant and equipment. We also receive non-cash contributions for services from the Queensland Police Service in relation to provision of police operational support and from the Department of Communities, Housing and Digital Economy in relation to archival services.

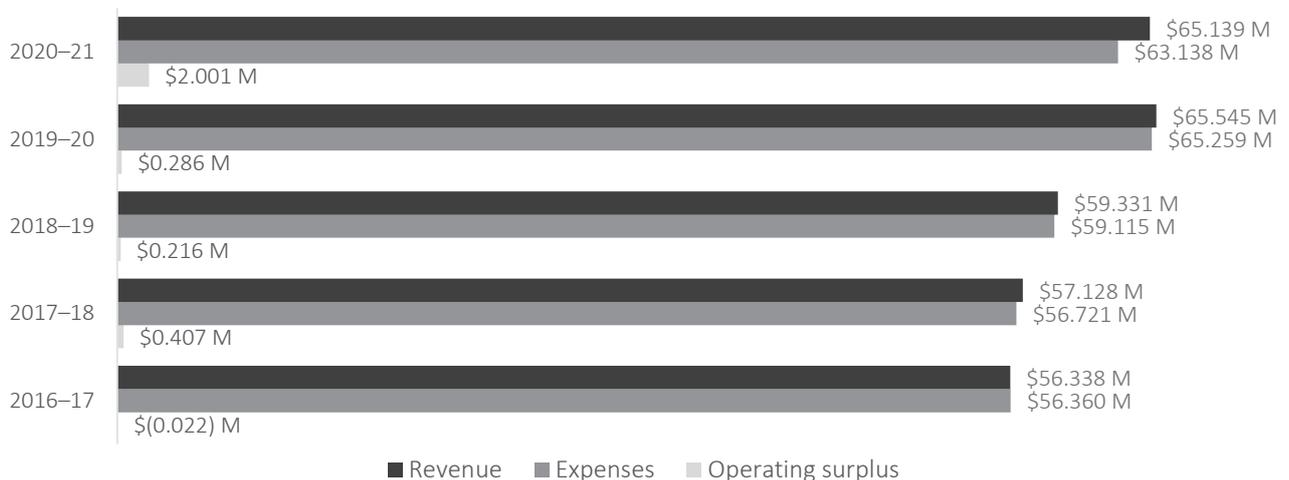
In accordance with government policy, we recognise these services both as revenue and expenditure only if the services would have been purchased, had they not been donated, and if their fair value can be measured reliably.

## Additional funding

During 2020–21, we received ongoing funding for enterprise bargaining adjustments, to continue crime hearings, to significantly enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform. The Government committed the following ongoing funding for the 2020–21 financial year:

- \$3.8 million (\$3.9 million per annum ongoing from 2021–22) to enhance the processing of digital evidence and intelligence analysis and provide for a contemporary information security platform, and
- \$0.3 million per annum for 2020–21 to fund criminal intelligence hearings.

**Figure 16:** Financial results 2016–17 to 2020–21 (\$ million)



## Expenditure

Our total expenditure for 2020–21 was \$63.138 million, a decrease of 3.25 per cent or \$2.121 million from the 2019–20 financial year. This is mainly due to employee expenditure that decreased by 3.42 per cent or \$1.568 million over the previous year due to efficiencies realised during the 2019 CCC Transform restructure. We spent \$15.190 million for supplies and services expenditure in 2020–21, compared to \$15.833 million in 2019–20. This is a decrease of 4.06 per cent or \$0.643 million from the previous year and is mainly due to lower expenditure incurred on specialist contractor services utilised to deliver the Digital Workplace Program (DWP) program including cloud infrastructure transition.

Payments for office accommodation are the highest category of supplies and services expenditure at \$4.168 million or 27.4 per cent of total supplies and services expenditure.

Consultants and contractors for various services are the second highest category of expenditure at \$2.587 million or 17.0 per cent, followed by telecommunications and access costs at \$2.207 million or 14.5 per cent.

All other expenditure remained relatively consistent with the previous financial year.

## Financial position

### Capital acquisitions

We invested \$2.120 million on capital acquisitions during the financial year compared to \$2.778 million in 2019–20, mainly as part of the ongoing asset replacement and maintenance program in accordance with our Asset Strategic Plan.

### Assets

As at 30 June 2021, our total assets were valued at \$28.481 million compared to \$25.308 million in 2019–20, an increase of \$3.174 million from the previous year. The increase is mainly due to cash held at the end of year to continue the Digital Workplace Program plus increased liabilities – payables due to timing of accruals for services delivered before 30 June 2021 that will be settled in July 2021. Both factors have resulted in the increase in cash reserves.

## Liabilities

As at 30 June 2021, our liabilities were valued at \$4.350 million compared to \$3.518 million in the previous year. This is an increase of \$0.832 million relates to payables as outlined in the Assets section above.

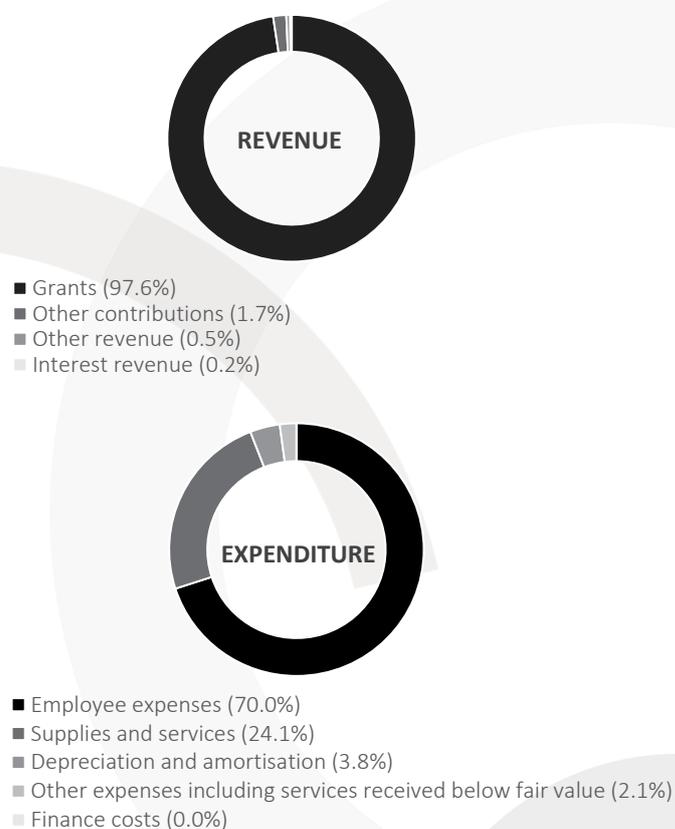
## Net equity

As at 30 June 2021, our equity was valued at \$24.131 million. This is an increase of \$2.341 million or 10.75 per cent and due to a \$0.340 million equity injection from Government to fund the development of a new CMS and the \$2.001 million operating surplus for 2020–21.

## Current ratio

As at 30 June 2021, our current ratio is 4.7 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity — its ability to meet short-term debts.

Figure 17: Expenditure and revenue



# Looking ahead

To support the delivery of our services and further our longer-term strategic objectives, we intend to deliver the following activities in 2021–22 which align to the objectives in our 2021–25 Strategic Plan.

## OBJECTIVE: Reduce the incidence of major crime and corruption

- Undertake a Corruption Strategic Risk Identification project to identify the highest and emerging corruption risks and enablers, and develop proactive prevention strategies and the associated data sources that can be used to measure their impact and effectiveness
- Deliver corruption prevention activities to educate local government authorities around best practice, with respect to the governance of controlled entities
- Finalise our digital stakeholder engagement solution to support our engagement with key crime stakeholders
- Use our specialised expertise to review the operation of the *Child Protection (Offender Reporting and Offender Prohibition Order) Act 2004*
- Continue our project to measure the disruptive impact of our proceeds of crime action
- Deliver the *Drug Guide 2021* to our law enforcement partners to share valuable intelligence
- Work to improve the strength of Queensland proceeds of crime schemes, through targeted policy and legislative reforms
- Continue to enhance our capabilities for investigating cryptocurrency-enabled crime

## OBJECTIVE: Build our organisational capability

- Continue to invest in future-focused learning and development in specialist areas, including forensic computing
- Develop and embed our Employee Value Proposition to enable us to more deeply understand our people, compete for talent and achieve our workforce ambition
- Implement improved employment contracts to ensure we attract and retain critical talent
- Progress our Early Career Pathways Program which enables us to build a talent ecosystem through creating opportunities for students and graduates to gain experience in our agency
- Develop a performance management framework to support our leaders' performance
- Develop our next Reconciliation Action Plan to improve our working relationships with Aboriginal and Torres Strait Islander communities and assist our officers to engage with these communities, comfortably and respectfully
- Support our digital transformation by investing in new technology
- Develop a future state monitoring and support capability framework structure for our Operations Support functions
- Continue the development of our data warehouse which provides the foundation for modernising our assets, systems, processes, and workplace
- Undertake a strategic assessment of our data assets to guide our integration of data into our data warehouse
- Analyse our operational reporting requirements and report development processes to identify opportunities to increase efficiencies

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# Reducing crime and corruption in Queensland

Illicit markets of high value or high public impact	28
Crimes involving risk to, or actual loss of, life or serious injury to a person	34
Crimes against children and vulnerable victims	36
Corruption involving elected officials, misuse of confidential information and exploitation of public sector resources	38
Stakeholder engagement	50

Our purpose, as an independent agency, is to combat major crime and reduce corruption for the benefit of Queensland. We maximise the impact of our services through identifying key areas of focus and developing strategies to target these areas.

We reduce crime and corruption in Queensland through the following key strategies:

- advance major crime investigations and help the Queensland Police Service solve 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
- work with stakeholders to build corruption-resistant public institutions, and
- inform public policy about major crime and corruption by providing independent advice to government.

In 2020–21, we directed our crime fighting efforts to illicit markets of high value or high public impact and helped the Queensland Police Service solve crimes involving loss of life or serious injury, and serious crimes against children and vulnerable people. These crimes have significant immediate and longer-term impacts on victims, their families and their communities, and lasting social and economic consequences.

Our corruption focus was on investigating and preventing serious and systemic corruption relating to elected officials, misuse of confidential information, or the exploitation of public sector resources. These corrupt activities can have far reaching impacts into the community, including by corroding public trust in our government and public institutions.

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# FOCUS AREA Illicit markets of high value or high public impact

**We continue to disrupt high value illicit markets and sophisticated criminal networks operating in Queensland. These networks endanger our community through their serious criminal activities including firearms trafficking, cybercrime, organised fraud, child sexual exploitation, and the distribution of illicit drugs. We remain focused on illicit market activity with the highest value and causing the most devastating impacts to Queenslanders, their families, and our community.**

## Targeting facilitators of organised crime

Organised crime groups are heavily involved in illicit markets, using sophisticated business models, specialised systems, and professional facilitators to enable their criminal activities and conceal the profits. Professions commonly exploited by these groups include lawyers, accountants, and financial advisers. We are also seeing increasing involvement of mortgage and stockbrokers, real estate agents, company liquidators, information and communication technology specialists and cryptocurrency traders.

In Queensland, we are seeing an increase in the use of professional facilitators, by organised crime networks, to provide critical expertise to enable money laundering, fraud and phoenixing<sup>2</sup> activities. These facilitators are often portrayed as respected professionals within the community, who offer their expertise on a fee-for-service basis. They are typically recruited by organised crime groups through pre-existing networks which have global reach, requiring national and international law enforcement collaboration and coordination.

In response, we continued to work closely with our law enforcement partners in 2020–21, focusing our efforts on the systems and expertise that enable high value, high impact organised crime to thrive.

## Enhancing our cryptocurrency capability

The use of cryptocurrencies has seen exponential growth over the last decade. As cryptocurrencies operate globally, outside regulated financial markets and systems with a high level of anonymity, they can be exploited by criminal groups to make secure payments for illicit goods and services, raise revenue to finance criminal activity, and launder criminal proceeds through complex networks of exchanges, brokers, mixers and online services such as gambling platforms.

In 2020–21, we enhanced our capability to investigate cryptocurrency-enabled crime by:

- training our investigators in cryptocurrency technology
- developing a law enforcement guide on the features of an encrypted communications platform
- reviewing how other agencies investigate and manage criminal exploitation of cryptocurrency, and
- commencing a project to improve our capability to investigate, seize, store and forfeit cryptocurrencies.

In December 2020, as part of a larger restraining order, we facilitated the restraint of a ‘Coinjar’ account owned by a person suspected to be involved in laundering of money derived from cyber and drug offences.

We will develop this capability further in 2021–22 by:

- identifying best-practices for detecting, seizing, and managing cryptocurrency
- commissioning a training environment to maintain contemporary knowledge of cryptocurrencies, systems and markets, and
- trialling analysis software for identifying and tracking crypto-transactions.

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<sup>2</sup> Phoenixing is defined by the Australian Securities and Investments Commission as activity whereby a new company is created to continue the business of an existing company that has been deliberately liquidated to avoid paying outstanding debts, including taxes, creditors and employee entitlements.

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## Assessment of money laundering in Queensland

Money laundering is one of the most significant and widespread enablers of organised crime. It allows criminal organisations to conceal and legitimise the financial benefits derived from their criminal activities. Of the combined 20 illicit market related crime investigations and intelligence operations we progressed this year, 12 involved suspected money laundering, including Operations Jackal and Mercury (pages 29 and 30 respectively).

To better understand the current environment and impact of money laundering in Queensland, this year we undertook a money laundering risk assessment project. The project gathered insights into the extent and nature of money laundering affecting Queensland and identified emerging risks and opportunities to strengthen our proceeds confiscation framework, and to ensure the best use of our resources for detecting, disrupting and removing the financial benefit and backing for serious criminal offending in Queensland.

Through this project, we gained critical insights into money laundering in Queensland including:

- key money laundering channels, methods, enablers and sector vulnerabilities
- the effectiveness of current enforcement measures and responses to money laundering, and
- opportunities to improve and strengthen our current approach to detecting and disrupting money laundering activity.

In 2020–21, we will continue to leverage our unique capabilities, including our coercive hearings powers, and our investigative, financial and intelligence specialists, to identify, investigate and prosecute money laundering offences and make Queensland a hostile place to engage in crime for profit.

## Investigating crime

In 2020–21, we progressed 14 crime investigations targeting illicit markets and their facilitators. These investigations obtained critical evidence from the examination of 78 witnesses across 79 days of hearings in the same period.

We finalised eight crime investigations into illicit markets during 2020–21, which resulted in the charging of 11 people with 47 offences. Some significant outcomes are summarised below.

### Law firm involved in major crime operations

Through Operation Jackal, we investigated allegations that the principal solicitors of a Gold Coast law firm were laundering money for criminal clients and receiving cash payments from these clients, which were not being deposited into the firm's trust account in accordance with relevant legislation. This practice concealed these cash receipts from a number of entities including the Australian Tax Office. Using their criminal connections, the solicitors were also allegedly trafficking steroids, cocaine and methylamphetamine.

We finalised Operation Jackal in April 2021. Three employees of the law firm were charged, including the solicitor, as well as multiple clients and associates of the firm. The charges included money laundering, supply and possession of dangerous drugs, fraud, making false statements and perjury.

From this investigation, we produced 21 intelligence profiles detailing the suspected activities and methodologies of criminals related to the investigation, which we made available to our law enforcement partners through shared intelligence databases.

### **Legal and financial practitioners laundering money**

In 2020–21, we investigated alleged money laundering by a criminal network using the expertise of legal and financial practitioners associated with a Brisbane-based law firm. This investigation, Operation Mercury, investigated information suggesting these professional facilitators provided advice and assistance to conceal assets derived from illicit activities through money laundering and phoenixing activities, and in the process accumulating significant unexplained wealth.

To date, this operation has resulted in 11 persons being charged with 419 offences relating to money laundering, fraudulently falsifying records, possessing tainted property and drug related offences, including charging a solicitor acting as a facilitator with 110 offences.

### **Drug trafficking network in south-east Queensland**

In November 2020, we finalised a joint investigation with the Queensland Police Service into a criminal network trafficking methylamphetamine in south-east Queensland.

Code-named Operation Quebec Resolution, the 20-month long investigation identified the alleged participants and methods of the network and resulted in 43 persons being charged with 185 offences, including possession of dangerous drugs and drug utensils, trafficking dangerous drugs, possession of tainted property, money laundering, attempting to pervert the course of justice, dangerous operation of a vehicle, and weapons related offences.

### **Intelligence operations and activities**

We gather and share with our law enforcement partners intelligence that we have obtained through our investigations and intelligence activities. This enables a collaborative and holistic response to identifying and disrupting criminal networks, their participants, and the systems and expertise that allow them to operate successfully in our community.

In 2020–21, we progressed six intelligence investigations targeting facilitators and participants in illicit market crimes and we finalised three intelligence operations into illicit market activities by examining 15 witnesses over 19 days of hearings.

### **Encrypted communications specialist enabling organised crime**

In 2020–21, Operation Morse enabled us to gain significant insights and intelligence about encrypted communications technology and their use by organised crime networks to evade law enforcement detection. Throughout the operation, we disseminated over 126 intelligence reports to our law enforcement partners, including reports identifying 32 separate networks of organised crime participants. We also identified over 500 encrypted devices, predominantly supplied to persons suspected of trafficking dangerous drugs.

In April 2021, as a result of Operation Morse, an encrypted telecommunications distributor was charged with several offences including money laundering, structuring cash payments to defeat regulatory reporting protocols and attempting to pervert the course of justice.

### **Former solicitor facilitating money laundering enabling a drug trafficking network**

In 2020–21, we assisted the Queensland Police Service to investigate the distribution of illicit drugs, including methylamphetamine, MDMA and cocaine, in Queensland communities. Operation Romeo Amata focused on a criminal network that was importing large quantities of drugs and distributing them to other criminal networks in our community.

Operation Romeo Amata resulted in significant information being collected about the operations of the network, including the involvement of a former solicitor who had allegedly assisted the network by establishing complex money laundering mechanisms and structures.

### **Drug guide for law enforcement agencies**

Historically, we have produced a Queensland-focused drug commodities guide containing information to assist operational police in partner law enforcement agencies with their drug enforcement initiatives and activities.

This year, we jointly developed a guide with the Queensland Police Service. The guide provides an overview of the most used and available illicit drugs in Queensland and their estimated prices, drawing on a range of sources including our own intelligence, and that of the Queensland Police Service, the Australian Criminal Intelligence Commission, and Queensland Health Forensic and Scientific Services.

The *Drug Guide 2021* was shared with our law enforcement partners and external stakeholders in August 2021.

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## Recovering the proceeds of crime

In 2020–21, we pursued and confiscated cash, property and other assets gained from criminal activity to undermine the profitability of those crimes and prevent crime derived profits from being re-invested to support ongoing and additional criminal activity.

We also targeted high profit, high impact crime for confiscation action and identified and pursued opportunities to strengthen the effectiveness of Queensland’s confiscation schemes.

## Measuring the impacts of proceeds of crime actions

In 2019–20, we assessed the feasibility of measuring the impacts our proceeds of crime confiscations have on reducing crime related to illicit drug markets. Four potential measurement approaches were identified, each with its own strengths and limitations, with two approaches selected for further development.

In 2020–21, we commenced a research project to develop the first stage of one of the approaches selected. This first stage is a time series analysis which aims to provide insight into the deterrence effect of proceeds of crime action through tracking offenders’ contacts with the justice system before and after that action. With the assistance of external data custodians such as the Queensland Police Service and the Queensland Corrective Services, we have finalised a dataset that will meet the objectives of the project and expect to complete the data linkage analysis in the early part of 2021–22.

## Strengthening the effectiveness of Queensland’s confiscation schemes

We actively identify and pursue opportunities to strengthen Queensland’s confiscation schemes.

In 2020–21, as part of the five-year review of the CCC by the Parliamentary Crime and Corruption Committee (see page 78), we highlighted a number of concerns with the clarity and scope of the offence of money laundering under the *Criminal Proceeds Confiscation Act 2002*. In its report, the Parliamentary Crime and Corruption Committee acknowledged those concerns and recommended the definition be reviewed. In August 2020, we welcomed an amendment to the Criminal Proceeds Confiscation Regulation 2013 which has widened the potential scope for proceeds of crime action if a person has been involved in allegedly possessing, or otherwise dealing with, suspected tainted property. This approach is broadly consistent with most Australian jurisdictions and will be particularly helpful in restraining and forfeiting property seized by police, which is suspected to be tainted property where no other criminal charges have been laid in connection with the property.

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## About our proceeds of crime function

Under the *Criminal Proceeds Confiscation Act 2002*, we are responsible for administering the civil confiscation scheme and serious drug offender confiscation order scheme. Under these schemes, we initiate actions to confiscate the proceeds of crime based on our investigations and on referrals from the Queensland Police Service and other law enforcement agencies.

The civil confiscation scheme enables the restraint, and subsequent forfeiture, of a person’s assets where there is a reasonable suspicion they have engaged in serious crime related activity. The serious drug offender confiscation order scheme enables the confiscation of assets where a person has been convicted of a specific qualifying drug offence.

We work closely with the Queensland Police Service and the Office of the Director of Public Prosecutions to identify and litigate proceeds of crime matters, as well as the Public Trustee of Queensland, who holds and disposes of restrained property on behalf of the State of Queensland.

Further information is available on our website at [www.ccc.qld.gov.au/crime/proceeds-crime](http://www.ccc.qld.gov.au/crime/proceeds-crime).

## Removing financial benefits of crime

In 2020–21, we continued our work toward removing the financial benefits of engaging in criminal activities. This work resulted in:

- 88 matters assessed for confiscation action against 101 persons alleged to have been involved in serious crimes
- 42 restraining orders obtained over the assets of 48 persons, with an estimated value of \$20.159 million, and
- 33 forfeiture orders obtained for the assets of 36 persons, with an estimated value of \$8.688 million.

As at 30 June 2021, we had 119 open confiscation matters; comprising 27 finalised matters expected to realise \$10.835 million for the State of Queensland, and 92 active matters of which:

- 30 have potential for \$15.145 million in assets to be restrained, and
- 62 have an estimated \$48.123 million in assets under restraint.

### \$2.66 million cash forfeited following a Queensland Police Service cannabis operation

In October 2020, we obtained an order for the forfeiture of \$2.66 million in proceeds of crime to the State of Queensland, arising from a Queensland Police Service operation into alleged cannabis trafficking.

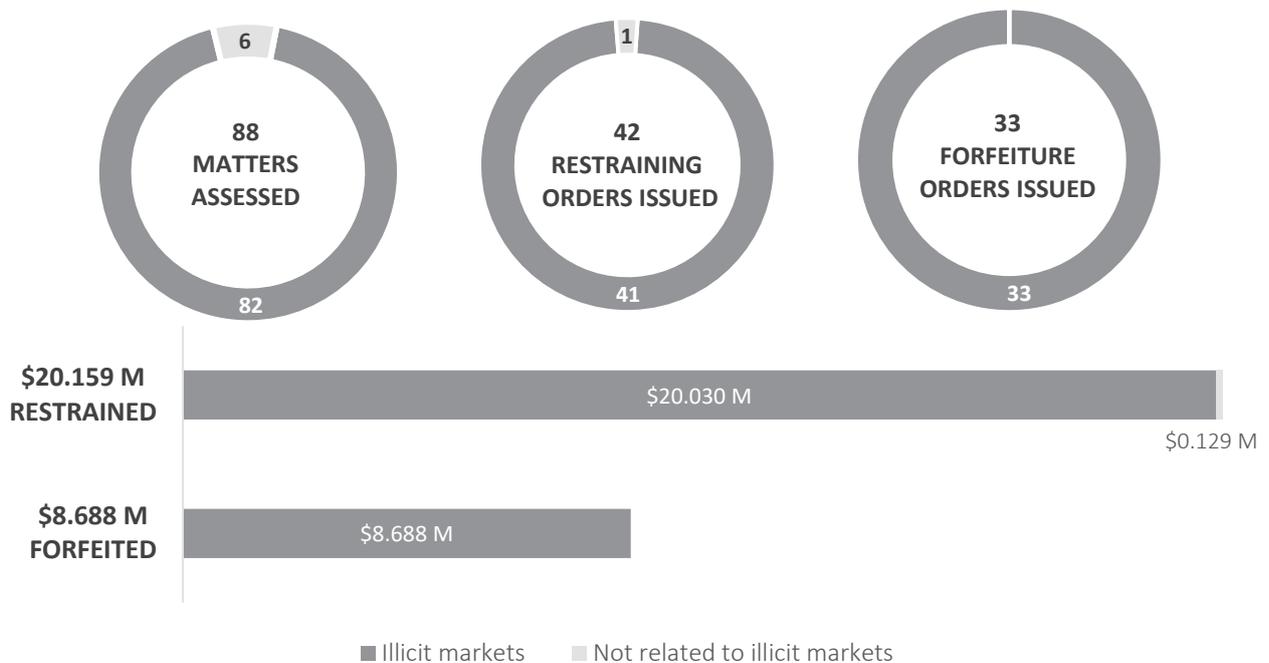
### \$1.29 million cash forfeited following a Queensland Police Service drug-trafficking operation

In October 2020, we also obtained an order for the forfeiture of \$1.29 million in cash that was seized in connection with a Queensland Police Service investigation into cannabis and methylamphetamine trafficking.

### \$835,000 forfeited by Hells Angels member

In July 2020, we obtained an order resulting in the forfeiture of assets valued at \$835,000, which belonged to a Hells Angel Outlaw Motorcycle Gang member. This matter arose from our investigation, Operation Amulet, and the order was obtained to satisfy the unexplained wealth of the Outlaw Motorcycle Gang member, which was found to be linked to his involvement in trafficking cocaine, methylamphetamine and steroids.

**Figure 18:** Proceeds of crime matters assessed, restraining and forfeiture orders issued in 2020–21



## Action on Ice update

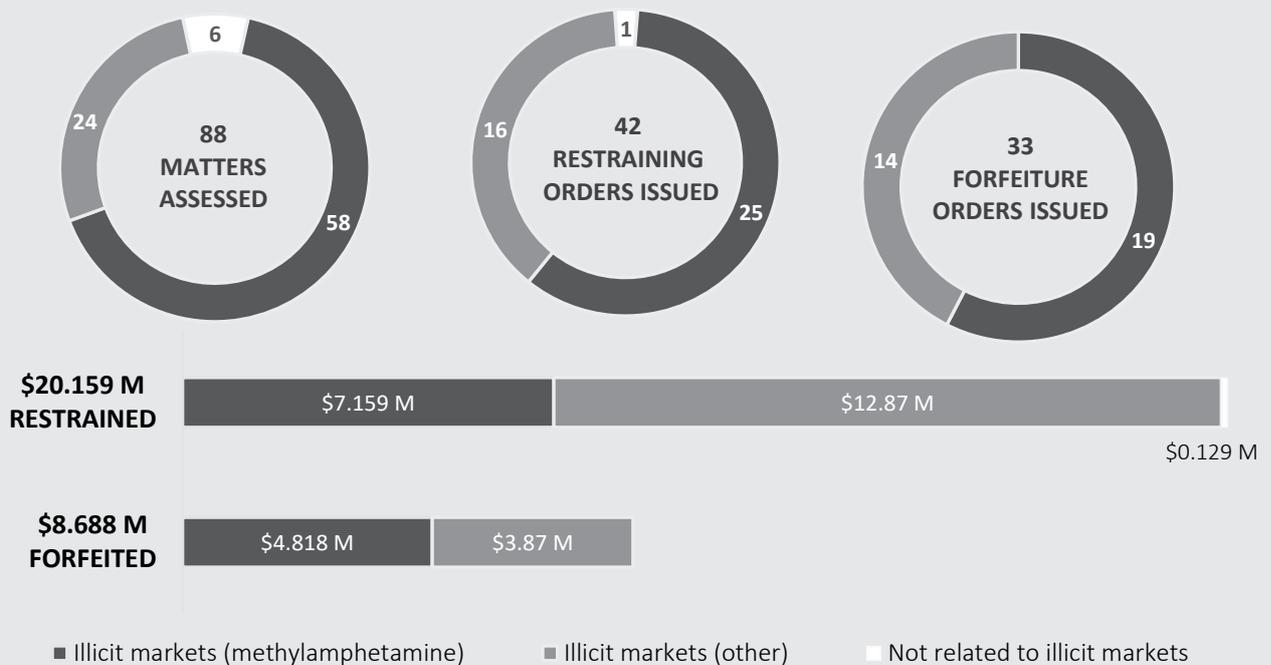
The Queensland Government’s five-year *Action on Ice* plan commenced in 2018 to address the harms caused by ice (methylamphetamine) by breaking the cycle of drug use and building upon existing efforts across government agencies. The key activities address every aspect of the path to addiction, with a focus on reducing supply and demand for methylamphetamine, and minimising harm.

We are committed to the Government’s plan to address and minimise the harmful impact of methylamphetamine upon Queensland communities. We support the Queensland Government’s *Action on Ice* initiatives by prioritising investigations into high threat criminal networks that are trafficking methylamphetamine into Queensland.

In 2020–21, we worked with the Queensland Police Service to progress investigations into methylamphetamine trafficking including Operations Quebec Resolution and Romeo Amata (see page 30).

We also removed the financial benefit from trafficking in methylamphetamine by restraining \$7.159 million worth of assets derived from, or associated with, methylamphetamine related criminal activity, and obtained the court-ordered forfeiture of \$4.818 million worth of assets derived from or associated with methylamphetamine related criminal activity (see Figure 19 for breakdown).

**Figure 19:** Methylamphetamine related matters as a proportion of total proceeds of crime matters assessed, restraining orders and forfeiture orders issued in 2020–21



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## **FOCUS AREA** Crimes involving risk to, or actual loss of, life or serious injury to a person

**The unlawful killing of another is the most serious offence in Queensland, attracting a maximum life sentence of imprisonment, which is mandatory in the case of murder. Offences causing death, or serious and permanent injury or disability, cause enormous grief to victims and their families, and are detrimental to the wellbeing and sense of safety of the community. These offences include violent, serial or premeditated, sexual offending.**

Offences of this kind are difficult to solve and are often the most complex crimes. They may involve domestic violence or have links to organised crime. Offences may be premeditated or highly planned and involve multiple motivated suspects. Our coercive hearing powers are particularly effective in assisting the Queensland Police Service in meeting these challenges.

### **Investigating crime**

The Queensland Police Service may seek our assistance to solve serious violent crimes and we can respond to these requests in the early stages of a police investigation if the use of our powers would result in a more effective investigation. We also undertake a large body of work in 'cold case' murder investigations where existing lines of enquiry have been exhausted.

During 2020–21, we supported several Queensland Police Service operations involving homicides and other serious violent crimes by commencing 12 new crime investigations and finalising 14 crime investigations. This involved holding 61 days of hearings and examining 49 witnesses. Some investigative outcomes are summarised below.

#### **Stabbing murder in Kingston in 2020**

In August 2020, we held a hearing into the alleged stabbing murder of a 47-year-old man at Kingston in March 2020 (Operation Sierra Tulle).

The hearing obtained new information relevant to understanding the motive behind the suspected homicide and whether it was premeditated. We also obtained evidence of the suspect's movements and appearance after the incident, which was relevant to the location and possible disposal of the alleged murder weapon.

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### **Cold case — Suspected murder near Aratula in 2012**

In support of Operation Kilo Footwork 3, we held a hearing through September and December 2020 in relation to the disappearance and suspected murder of a woman near Aratula in January 2012.

The hearing obtained evidence from a previously uncooperative witness and identified a new line of enquiry with respect to the alleged disposal of the woman's body. Although the primary suspect is deceased, evidence from the hearing enabled their involvement to be fully investigated and determined.

### **Cold case — Murder at Logan Reserve in 2012**

We held a hearing in November 2020 to examine two witnesses in relation to the alleged murder of a 38-year-old man at Logan Reserve in November 2012 (Operation Kilo Alaska 3).

The hearing obtained an extensive and detailed version of events from one witness, which implicated the second witness in the alleged murder, as well as uncovering crucial evidence about the possible location of the suspected murder weapon.

### **Stabbing murder of a 17-year-old youth**

In support of the Queensland Police Services Operation Romeo Bosky, we held a hearing in September 2020 in relation to the suspected stabbing murder of a 17-year-old youth at Surfers Paradise on 13 December 2019, allegedly committed by a group of five male persons.

Our hearing examined the events surrounding the alleged murder in detail and obtained evidence from a previously uncooperative witness which allowed the Queensland Police Service to finalise their investigation.

### **Cold case — Suspected murder near Brisbane in 1996**

In September 2020, we held a hearing for Operation Mash regarding the disappearance and suspected murder of a man in the Brisbane area in 1996.

The hearing assisted the Queensland Police Service by obtaining evidence from two witnesses regarding admissions made by the suspect. These admissions were consistent and corroborative with evidence provided from additional witnesses and subsequently led to the suspect being charged with murder.

## **Intelligence operations and activities**

In 2020–21, we finalised one intelligence operation relating to the risk to, or actual loss of, life or serious injury to a person, including examining 19 witnesses over 16 days this year. Some of our key outcomes are summarised below.

### **Shooting by an emerging criminal organisation**

In 2020–21, we assisted the Queensland Police Service to investigate a suspected emerging criminal group alleged to be involved in a shooting on 25 March 2019. A particular focus of this operation, Romeo Magenta 2, was to identify the perpetrator of the shooting that resulted in the wounding of a 16-year-old youth. At the time the Queensland Police Service requested our assistance, no persons had been charged in relation to the incident and the firearm had not been recovered.

During this operation we examined 19 witnesses over 16 days. The hearing was successful in gathering information about the identity of the alleged shooter and where the firearm, used in the alleged offence, was obtained and disposed of. We also obtained and disseminated five intelligence reports to our law enforcement partners, containing information about the alleged criminal organisation, its inner workings and alleged criminal activities.

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# **FOCUS AREA** Crimes against children and vulnerable victims

**We work in cooperation with other agencies to fight the most significant crimes involving physical or sexual abuse of children or other vulnerable victims (such as the elderly or mentally or physically impaired persons), including homicide, grievous bodily harm (whether through violence, maltreatment, or neglect), torture and serious or organised sexual exploitation.**

Investigations into crimes involving children and vulnerable victims are a priority for us. Beyond the immediate implications of death and serious physical, cognitive and emotional injury, these crimes have enormous and immediate long-term impacts on victims, their families and communities, and lasting social and economic consequences.

Crimes against children and vulnerable people can be particularly difficult to prevent, detect or solve through conventional methods of enquiry or investigation. Offending often occurs out of sight, and any physical or forensic evidence likely to be compromised or destroyed. Offenders are often known to the victim — someone who cares for them or has authority over them. Witnesses may be unable or unwilling to cooperate with authorities out of fear, or because of their relationship with the offender.

## **Investigating crime**

In 2020–21, we continued to assist the Queensland Police Service in investigating crimes against children and vulnerable victims.

We commenced eight investigations relating to this area of focus. During the same period, we finalised six investigations, some of which commenced prior to this year.

Our contributions in 2020–21 to investigations involving crimes against children and vulnerable victims included obtaining additional information and evidence by holding 15 days of hearings to examine 16 witnesses. Some investigative outcomes are summarised below.

### **Repeated sexual abuse of a teenage girl**

For Operation Sierra Dorcas, in July 2020 we held a hearing in relation to allegations a teenager on the Sunshine Coast was subjected to ongoing rapes and sexual assaults by a man in 2019 and 2020.

Through this hearing, we obtained evidence from two previously uncooperative witnesses and corroborating evidence to assist the Queensland Police Service investigation.

A man was subsequently charged with the offences.

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### **Sexual assault of a child and possession of child exploitation material**

For Operation Collier, we held a hearing in November 2020 in relation to suspected sexual offending against a child over several years, and possession of child exploitation material by a 25-year-old man.

At the time of the alleged offences, the suspect was living on a remote rural property in the Queensland with multiple extended family members.

Our hearing obtained computer and social media account access details and passwords which enabled the Queensland Police Service to locate additional evidence of child exploitation material.

The man was charged with accessing and distributing child exploitation material.

### **Cold case — Suspected murder of a young boy**

In October and November 2020, we held a hearing for Operation Sierra Bobcat in relation to the disappearance and suspected murder of a young boy who had lived in a western suburb of Brisbane from 1968 to 1970.

The hearing obtained evidence from a witness who had previously refused to provide a statement to police. This evidence enabled the evidence of other witnesses to be tested, and also resulted in new evidence being found that related to conversations between these witnesses since their statements were originally taken by police. Overall, the hearings strengthened the Queensland Police Service case by ensuring alternative lines of enquiry were properly investigated.

### **Suspected murder of a two-year-old girl**

Operation Romeo Tertiary was an investigation into the suspected homicide of a two-year-old girl by her mother and/or her mother's boyfriend at Chinchilla in 2016. The two suspects were charged on 1 March 2020.

We assisted the Queensland Police Service by examining a witness who provided information in addition to that they had previously provided to police. This new information related to conversations the witness had with the defendants about the disappearance of the child.

No further witnesses were required, and the matter was finalised and closed in early 2020–21.

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## **FOCUS AREA** Corruption involving elected officials, misuse of confidential information and exploitation of public sector resources

**This year, we continued our important work to investigate allegations of corruption within Queensland's public sector. We uncovered serious and systemic corruption involving trusted public officials and public sector employees who took advantage of their position and used it to gain personal benefits.**

In 2020–21, we achieved our service standard target of 85 per cent of corruption investigations finalised within 12 months (see page 22) despite:

- experiencing the impacts of COVID-19 which led to delays in obtaining evidence relevant to investigations, particularly financial records from banks and other financial institutions
- carrying into 2020–21 several complex investigations that exceeded 365 days, and
- continuing our focus on the local government sector (38 per cent of our finalised corruption investigations), which tend to be complex and protracted in nature.

Of the four investigations finalised this year that exceeded 365 days, two (50%) involved the local government sector. When investigations relating to the local government sector are excluded, 89 per cent of investigations finalised this year, were finalised within 12 months. These investigations have resulted in a range of significant outcomes, including criminal charges, disciplinary recommendations, recommendations for law reform and reform to policy and practice.

We adopt a proactive approach to corruption risk prevention, drawing on our investigations to highlight specific prevention lessons for the public sector. We aim to build the integrity and capability of Queensland's public sector agencies to identify and respond to corruption, therefore reducing future impacts of corruption on the Queensland community.

In 2020–21, we undertook a significant project to develop a new Corruption Strategy which included examining best-practice in relation to corruption prevention, and methodologies that might be used to measure impact from our efforts. The project has resulted in the development of a Corruption Strategy (incorporating a Corruption Prevention Strategy) for 2021–25 (see page 52).

This year our strategic focus has been on investigating and preventing three high-risk corruption areas: elected officials, misuse of confidential information and exploitation of public sector resources.

In 2020–21, we received 3,490 complaints of suspected corruption involving 8,563 allegations. This is an increase of five per cent when compared to 2019–20 and continues the pattern of steady increases since 2015–16.

In 2020–21, we assessed 3,681 complaints of corruption. Of these complaints, we commenced 26 investigations and 2,852 were forwarded to an appropriate agency for investigation.

This year we finalised 29 investigations, some having commenced in previous years, resulting in:

- 67 criminal charges against 4 people
- 64 recommendations for disciplinary action involving 33 persons, and
- 180 prevention recommendations.

In 2020–21, we also made an additional 23 prevention recommendations arising from reviews of external investigations.

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## Investigation Arista: Investigating systemic gender discrimination within historical recruitment practices of the Queensland Police Service

Our agile resourcing model also allows us the flexibility to respond to emerging matters outside our strategic areas of focus. This allows us to address matters of high risk or significant public interest. In some cases, these emerging issues will form the basis of a future area of focus or a focus within our next audit plan.

In November 2019, we were notified by the Queensland Police Service of allegations of discrimination within their recruitment processes between December 2015 and October 2018. Although this was outside our strategic areas of focus, due to the serious and systemic nature of the allegations, we commenced an investigation in January 2020. We interviewed 43 people, examined 10 people in hearings, and considered a range of submissions during our investigation.

During this time, the Queensland Police Service was implementing a well-intended strategy to improve female representation. However, the practices used to achieve the strategy's 50 per cent female recruitment target resulted in systematic discrimination against male applicants. Our investigation identified a pattern of deceptive reporting by staff from the Queensland Police Service Recruiting Section to a range of people, including senior executives, over an extended period of time.

On 12 May 2021, our investigative report was tabled in the Queensland Parliament: *Investigation Arista: A report concerning the investigation into the Queensland Police Service's 50/50 gender equity recruitment strategy*. In our report, we recommended disciplinary action be taken against several people who engaged in a recurring pattern of misleading, deceptive, and false reporting practices during this period.

Although our investigation focused specifically on gender discrimination within recruitment processes, the underlying lessons highlighted in our report have broad application across public and private sector entities.

Aside from the corruption prevention benefits of publishing our investigative findings, our reports serve as a critical mechanism to provide transparency for our decisions and enables our work to be examined by others, an important component to ensure accountability.

The allegations in Investigation Arista fall within the broader corruption category of misuse of authority. Over the past two years, a significant number of our investigations involved allegations of misuse of authority, which has led us to including it as an area of focus for 2021–22.

# Elected officials

We recognise the importance of public confidence in elected officials and improving integrity, accountability and transparency in Queensland’s public sector.

People who are elected to represent our community in local or state governments are trusted to act with the highest levels of integrity, putting the interests of the public ahead of their own. They must demonstrate accountability and transparency in decision making and should not be motivated, or perceived to be motivated, by self-interest.

We have focused on improving the integrity, accountability and transparency of Queensland’s local and state governments since 2018–19, as failure to demonstrate these behaviours severely erodes public confidence in the critical work that they do.

Since 2018–19, we have completed a significant body of work in investigating corruption by elected officials and identifying the key corruption risks that lead to this behaviour. We have used these insights to progress legislative reform and target our prevention activities to build the capability and resilience of the public sector.

In 2021–22, we will focus on an emerging corruption area involving the misuse of authority by public sector employees, including those with special legislative powers like elected officials and the Queensland Police Service. This focus will enable us to continue to target the most serious and systemic corrupt conduct impacting our community.

## Targeting emerging corruption risks: Lobbying (private and public interests)

At the end of 2019, we conducted a strategic assessment of new and emerging corruption risks which identified key features of the corruption environment in Queensland, highlighted current significant trends and risks, examined factors driving or enabling corrupt conduct, and identified possible future areas of focus.

The increasing trend regarding the movement of people between the public and private sector, and the increasing use of private sector agencies to undertake work for the public sector, has been identified as one of the highest corruption risks in Queensland.

In August 2020, we commenced a project to examine the relationships between private entities and the public sector to determine the extent to which these relationships give rise to corruption risks, including conflicts of interest and misuse of authority.

We profiled public sector agencies and examined whether they presented a corruption risk due to their activities or strategic partnerships with other entities. We also monitored several public data sources including the lobbyists contact register, ministerial diaries, media articles and electoral donations.

We compared this data with our other intelligence holdings. To date, our analysis of lobbying and increasing public-private partnership risks has identified that several key people have strategic associations with both private entities and government agencies, including previous employment and engagement under contracts, and/or strong affiliations with one or both major political parties in Queensland.

**Table 1:** Elected officials – complaints, allegations and investigations from 2016–17 to 2020–21

	No. of complaints	No. of allegations	No. of investigations commenced <sup>1</sup>
2020–21	124	270	12
2019–20	170	345	10
2018–19	235	444	17
2017–18	212	584	34
2016–17	158	413	31

Note:

1. An investigation can encompass multiple allegations against multiple persons and vary in complexity.

## Investigating corruption

Each year, we receive a significant number of complaints of corrupt conduct, with many complaints comprising multiple allegations. As we only investigate serious or systemic corruption, only a small proportion of the complaints we receive result in us commencing an investigation. We assess each allegation on its merits to determine the appropriate action and may refer matters to another agency for investigation, with our oversight if appropriate.

Complaints against elected officials accounted for approximately four per cent of our overall corruption complaints received this year, with the most common allegations we investigated relating to the misuse of authority, misappropriation of public assets, and conflicts of interest. Since we commenced our focus on elected officials in 2018–19, we have finalised 50 investigations which resulted in 20 persons being charged with 44 offences.

In 2020–21, complaints about the local government sector accounted for 90 per cent of complaints we received in this area of focus. These investigations are often complex in nature, resulting in protracted investigations which can impact the overall achievement of our performance measures relating to timeliness.

In 2020–21, we finalised 10 investigations relating to elected officials with significant matters summarised in this section.

## Identifying corruption risks associated with conflicts of interests

Between September 2019 and September 2020, we undertook *Investigation Keller* — an investigation into allegations that the then Chief of Staff to the Premier of Queensland had misused his position to obtain \$267,500 in funding from a government investment fund for a company in which he was a shareholder and director.

Our report *Investigation Keller: An investigation into allegations relating to the former Chief of Staff to The Honourable Anastacia Palaszczuk MP, Premier of Queensland and Minister for Trade* was tabled on 23 September 2020 in the Queensland State Parliament.

We did not find evidence that the Chief of Staff had misused his position to obtain the funding for his company, or that the decision to award the funding to his company was the result of any improper influence.

The investigation highlighted how conflicts of interests, if not properly managed, can create public perceptions of impropriety. In our report, we made recommendations relating to the management and documentation of conflicts of interest, training relating to conflicts of interest, and the recording of decisions by the Queensland Investment Corporation and the management of those records. We also recommended amendments to the *Integrity Act 2009* to impose obligations on certain people to disclose advice from the Integrity Commissioner in certain circumstances.

As at 30 June 2021, three of the five recommendations had been accepted and implemented or supported. The remaining two recommendations are under consideration.

**Table 2:** Elected officials – summary of outcomes 2020–21

Description	Number
Investigations commenced	12
Investigations finalised	10
People charged	2 <sup>1</sup>
Criminal charges laid	4 <sup>2</sup>
Reviews commenced	0
Reviews finalised	0
Referred to a unit of public administration to investigate subject to monitoring by the CCC	2
Prevention recommendations made	26

Notes:

1. Includes one person who is not a member of a unit of public administration.
2. Includes one charge against a person who is not a member of a unit of public administration.

### **Uncovering corrupt conduct enabled by recordkeeping and governance failures**

We commenced Investigation Rebind in December 2017 to examine allegations of corrupt conduct within the Palm Island Aboriginal Shire Council. We gathered intelligence from over 400 sources, interviewed over 130 witnesses, executed 180 warrants/notices and examined many gigabytes of electronic data including thousands of financial transactions.

Our investigation identified systemic issues regarding the recording of information and governance processes within this council which we believe created an environment where corrupt conduct could emerge and flourish.

We finalised this investigation in October 2020 and charged five people with a total of 92 separate criminal offences.

### **Preventing corruption**

Our targeted prevention activities aim to identify corruption risks and build public sector resilience, through engagement activities designed to increase awareness of corruption risks and build response capabilities.

In 2020–21, we made 29 recommendations for local government reform. We also undertook prevention activities to address, understand, and develop more appropriate responses to lobbying risks. Our key prevention activities are summarised below.

Our future initiatives will include communicating with public sector employees about the importance of being alert to suspected corruption and reporting it in a timely fashion.

### **Gathering the insights of public sector employees to inform strategy development**

We believe that the employees of Queensland's public sector agencies hold valuable information about their agencies' corruption risks and insights into ways to prevent corruption. This year we gathered these insights as part of our broader engagement project which aims to better understand perceptions and corruption risks within the Queensland public sector.

In May 2020, we distributed an 'Integrity Survey' to employees of our local governments to gauge their perceptions of corruption and attitudes towards reporting matters within their council. Across the three weeks the survey was open, we had 8,655 local government employees across 77 councils in Queensland respond to at least one question (24 per cent response rate) and 6,515 respond to two or more (18 per cent response rate). Overall, we were satisfied with the response rate.

On 20 November 2020, we published the survey results in a factsheet: *Perceptions of corruption and integrity in local government*. We also presented the findings to our stakeholders, including to local government Chief Executive Officers at a Local Government Managers Association forum.

We used the outcomes of the survey to inform strategies for preventing and disrupting corruption in local government and to identify opportunities to build their corruption resilience.

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In May 2021, we commenced the next phase of our engagement with employees in the public sector, focused on Queensland Government departments. We distributed the Integrity Survey to 200,000 public service employees from 19 government departments to gather insights about the prevalence of corruption and corruption risks in their department, their attitudes towards reporting corruption, and their levels of awareness about corruption prevention, organisational change and reporting obligations.

Next year, we will use insights from the survey to better understand perceptions and corruption risks within the Queensland public sector. Key findings from the survey will be shared with departments in the future and used to inform our ongoing prevention activities.

### **Co-hosting the Integrity Summit to facilitate a joint response to improper lobbying practices**

In March 2021, we co-hosted the inaugural Integrity Summit 2021 along with the Queensland Integrity Commissioner and the Independent Commissioner against Corruption, South Australia.

This summit focused on the influence of lobbyists on the Queensland public sector and included an examination of current legislative regimes across Australia.

At this summit, we hosted representatives from integrity agencies across Australia to discuss lobbying practices, hear from integrity practitioners responsible for overseeing or administering relevant legislation, and consider regulation and registration of lobbyists in what a 'best-practice standard' could look like.

In July 2021, we issued a [joint media release](#), together with the Queensland Integrity Commissioner and the Independent Commissioner against Corruption, South Australia, to voice concerns about lobbying in the public sector.

### **Conducting a Corruption Prevention Forum for the public sector and local government**

In May 2021, we hosted a [Corruption Prevention Forum](#) for liaison officers, employees of ethical standards units, internal investigators and anyone with responsibility, within an agency for reporting corrupt conduct or managing corrupt conduct investigations. Our officers presented on a variety of topics including:

- how to use our [Corruption Allegations Data Dashboard](#)
- how to identify suspected corrupt conduct and when to report it to the CCC
- when and how public sector agencies should engage the services of an external investigator
- what an agency's responsibilities are when it comes to proving procedural fairness during an investigation, and
- a recent corruption investigation.

We received positive feedback from attendees, and we will run another forum next year.

### **Responding to risks associated with State Government elections**

In the lead up to the 2020 State Government Election, we reviewed significant donations that had been made to candidates and political parties. To remind the candidates of their obligations, our Chairperson wrote an [open letter to all candidates](#), urging them to put integrity first and emphasising that serious corruption risks can arise for both elected officials and candidates during the period just before an election.

After the election, our Chairperson [wrote to Ministers, Assistant Ministers and Directors-General](#) inviting them to partner with us in making Queensland resistant to corruption and to remind them of the corruption risks they may face as senior decision-makers and of the community's expectations of them.

The election also gave rise to Machinery of Government changes and associated corruption risks. In response, in February 2021, we published a Prevention in Focus advisory, [Organisational change and economic recovery: Managing the risks](#), to alert heads of public sector agencies, senior managers and members of audit and risk committees of these potential corruption risks and to provide advice about ways to mitigate these risks.

## Promoting governance, accountability and transparency during public sector appointments

In late 2019–20, we finalised an investigation into allegations that the then Deputy Premier interfered in a recruitment process being undertaken by the Department of Education. Our report was tabled on 2 July 2020 in the Queensland Parliament — *An investigation into allegations relating to the appointment of a school principal*.

The allegations were unsubstantiated; however, our report sets out how some of those involved in the process to select a principal for a new school failed in promoting best-practice human resource management. Our report exposes how:

- one senior public servant's over-responsiveness to a politician resulted in decision-making being infected by perceived political influence, and
- how that politician allowed herself to be involved in departmental decision-making processes.

Our report details a lack of transparency and a willingness to manufacture information to support a decision after the event, involving others in the deception, and prevailing upon others to destroy a record relating to the deception.

We provided a confidential report to the Chief Executive of the Public Service Commission for the purpose of determining whether disciplinary action should be taken against any individuals identified.

In May 2021, the Chief Executive of the Public Service Commission advised that it is his intention to publish a report in due course about how the Public Service Commission has responded to our report.

## Auditing local government procurement processes

From January to March 2021, we undertook an audit in relation to local government procurement to:

- assess how appropriately councils have dealt with allegations of corrupt conduct
- assess whether councils' strategies to prevent fraud and corruption in procurement are adequate, and
- examine whether councils' procurement practices are transparent and accountable.

We identified 15 areas for improvement for relevant councils, including four relating to how they deal with complaints and 11 relating to their systems for managing procurement risks.

We communicated the key findings from this audit in relation to corruption risks and how to avoid them to assist agencies to build capability, through:

- an information sheet about the importance of probity to manage risks during procurement processes — *Probity as a means of managing corruption risks in procurement*
- a checklist — *Probity plan checklist for procurement*, and
- a webinar — *Local government procurement audit findings*.

## Corrupt conduct and professional engineering

This year, we received allegations that employees of a local council were engaging professional engineering services that were not registered with the Board of Professional Engineers or under supervision from a registered engineer, conduct which may amount to corrupt conduct.

In response, we liaised with the Board of Professional Engineers and wrote to all local government Chief Executive Officers about the obligation to ensure engineer works complied with the *Professional Engineers Act 2002*. As a result of this engagement, we were invited to speak at the Institute of Public Works Engineering Australasia (IPWEA) Queensland to explain how and when the definition of corrupt conduct could apply to engineers who are employed by a public sector agency. At the IPWEA's request, we also developed a [factsheet](#), based on the presentation, that was published in the December issue of their professional journal and is available on our website.

# Misuse of confidential information

Employees of Queensland’s public sector agencies have access to a large amount of sensitive information in the course of their duties. They are trusted to ensure this information is kept secure and is not accessed by, or disclosed to, anyone who does not have a legitimate and lawful reason.

Misuse of confidential information occurs when a public sector employee accesses or discloses this information without a lawful reason, often to benefit themselves or another person. Offences of this type include unintentionally disclosing official information, falsifying information or records, illegally acquiring or retaining information and inadequately safeguarding information.

While there had been a steady increase in the overall allegations of this type over the last four financial years, in 2020–21 allegations decreased by 21 per cent when compared to 2019–20 (see Table 3). The decrease was seen across most public sector areas (including local government), with the exception of allegations against Queensland Police Service officers which remained steady in 2020–21.

Misuse of confidential information by police officers is particularly concerning due to the personal nature of the information held about members of the community.

We have focused on corruption involving the misuse of confidential information since 2017–18. Over this time, we have achieved significant outcomes including finalising 44 investigations and charging 14 persons with 124 offences.

In 2019–20, following *Operation Impala*, we made 18 recommendations to public sector agencies aimed at improving their capability when assessing allegations of misuse of confidential information. Despite the progress in implementing these recommendations (see page 49), improper access and disclosure of confidential information remains a worrying trend and will continue to be a focus area in 2021–22.

Next year, in conjunction with the Queensland Police Service and public sector agencies, we will focus on ‘raising the bar’ for disciplinary outcomes and generally reserving criminal charges for the most serious matters.

We are assisting public service agencies to establish and document parameters for penalties that meet community expectations, protect the community, properly reflect the seriousness of the conduct, and maintain public confidence in the relevant agency.

**Table 3:** Misuse of confidential information — complaints, allegations and investigations from 2016–17 to 2020–21

	No. of complaints	No. of allegations	No. of investigations commenced <sup>1</sup>
2020–21	757	1179	8
2019–20	923	1495	6
2018–19	603	1060	9
2017–18	492	762	15
2016–17	459	710	21

Notes:

1. An investigation can encompass multiple allegations against multiple persons and vary in complexity.

## Investigating corruption

In 2020–21, we received 757 complaints relating to the misuse of confidential information, with the most common allegation relating to access and unauthorised disclosure of information.

Complaints regarding the misuse of confidential information account for 22 per cent of the corruption complaints received this year. Of these complaints, 32 per cent related to officers of the Queensland Police Service.

In 2020–21, we received 1,179 allegations relating to the misuse of confidential information, representing 14 per cent of corrupt conduct allegations received, with 396 (34 per cent) of those allegations relating to Queensland Police Service officers.

In 2020–21, we finalised eight investigations relating to the misuse of confidential information, including the following matter.

## Misuse of information within the Queensland Police Service

This year, we completed two investigations into alleged misuse of information within the Queensland Police Service. These investigations resulted in five disciplinary recommendations involving two officers. A prevention recommendation was also made in relation to the *Police Powers and Responsibilities Act 2000* and the definition of protected information.

**Table 4:** Misuse of confidential information — summary of outcomes 2020–21

Description	Number
Investigations commenced	8
Investigations finalised	8
People charged	0
Criminal charges laid	0
Reviews commenced	90
Reviews finalised	87
Referred to a unit of public administration as a disciplinary matter	2 <sup>1</sup>
Referred to a unit of public administration to investigate subject to monitoring by the CCC	63
Prevention recommendations made	11

Note:

1. Includes two persons referred on five disciplinary recommendations.

## Preventing corruption

This year, we focused on preventing the misuse of confidential information through targeted prevention activities that aim to identify and respond to corruption risks. These activities aim to build the capability of our public sector agencies, including the Queensland Police Service, to respond effectively to the corruption risks, therefore building their resistance to this type of corruption.

### Improving the identification and management of suspected misuse of information — Recommendations from Operation Impala

We launched Operation Impala to examine improper access and dissemination of information within the public sector. We held a public hearing and used case studies to identify opportunities for reform. In February 2020, *Operation Impala — A report on misuse of confidential information in the Queensland public sector*, was tabled in the Queensland Parliament and included 18 recommendations designed to ensure that confidential information is less vulnerable to inappropriate access by employees of public sector agencies.

Since this time, we have continued to engage in prevention initiatives to help public sector agencies identify and manage matters involving suspected misuse of confidential information.

In June 2020 and February 2021, we wrote to those agencies who provided evidence during Operation Impala, requesting an update on their progress implementing recommendations made in our report. All agencies reported having either commenced or finalised implementation of the relevant recommendations.

### Audit examining how health professionals record gifts and benefits

Deliberately failing to disclose, or undervaluing gifts and benefits to avoid reporting them, is fraud. This type of behaviour also reduces the community trust and damages the integrity of the sector.

In 2020–21, we commenced an audit examining how health professionals are recording and valuing gifts and benefits from pharmaceutical companies, and how hospital and health services are managing the associated risks. This audit will be completed in early 2021–22.

## Audits into public sector agencies' management of complaints regarding corrupt conduct

On 9 November 2018, the *Crime and Corruption and Other Legislation Amendment Act 2018* was passed, amending the *Crime and Corruption Act 2001*.

One key amendment introduced section 40A, which requires public sector agencies to prepare and keep complete and accurate records of any decision not to notify the CCC of a complaint about alleged corrupt conduct.

In September 2020, we undertook an audit examining the policies and processes of seven public sector agencies to assess their capacity to:

- effectively capture complete and accurate records of their assessment decisions of complaints about corrupt conduct coming to their attention, and
- correctly form conclusions that the allegations did not reasonably raise a suspicion of corrupt conduct for the complaints to be notified to us.

We published a [summary audit report](#) on our website. The report outlines our key results and recommendations and includes a short [Guide to recordkeeping requirements for section 40A](#), including a suggested template for [Corrupt Conduct Assessments](#).

Following from this, in June 2021, we completed an audit evaluating how effectively:

- agencies are assessing complaints about corrupt conduct
- agencies are notifying us of such conduct in a timely manner, and
- the Queensland Police Service is assessing complaints that are interwoven with court matters.

We will publish a summary audit report about assessments of corrupt conduct in 2021–22.

# Exploitation of public sector resources

Public sector employees, under *the Public Sector Ethics Act 1994*, must ensure their decisions are in the public interest. A fundamental aspect of this is ensuring they use official resources appropriately as the exploitation of these resources impacts the delivery of critical goods and services, which may mean they may no longer be able to be funded by the agency.

Exploitation of public sector resources can include deliberate acts of stealing, fraud, and misappropriation, but also includes misusing or poorly managing resources. The resources most at risk include public funds, vehicles, equipment and technology, facilities and materials, allowances and other entitlements, and work time.

Public sector employees are required to use and manage public resources effectively, efficiently and economically. Failing to do so is a breach of public trust and may result in disciplinary action or prosecution.

We have focused on the exploitation of public sector resources since 2019–20. Over these two years, we have finalised 25 investigations and charged 12 persons with 151 offences.

The number of allegations received in 2020–21 decreased by eight per cent when compared to 2019–20. This followed a decrease in 2019–20 compared to 2018–19. While there is no single explanation for the decrease in allegations of exploitation of public sector resources, we are optimistic about the influence of our focus of resources in this area.

As this is a relatively new focus area, we will be continuing this focus area in 2021–22.

## Investigating corruption

This year, we received 370 complaints relating to the exploitation of public resources, accounting for approximately 11 per cent of corruption complaints we received. The most common allegations we investigated related to fraudulent use of official funds and fraud related to travel allowances and overtime.

In 2020–21, we commenced three investigations, finalised seven investigations and charged four persons with 67 offences. Some significant matters are summarised below.

### Uncovering corruption using corporate credit cards

In our discussion regarding corruption involving elected officials, we summarised Investigation Rebind which was a significant investigation into the activities of the Palm Island Aboriginal Shire Council (see page 42). This investigation resulted in the charging five persons with 92 offences, including fraud, secret commissions, stealing as a servant, misconduct in public office and failing to correct a register of interests. We made seven prevention recommendations, with the majority relating to policies and procedures surrounding appropriate use of corporate credit cards.

This year, we also investigated allegations that a school principal employed by the Department of Education had misused his corporate credit card and dishonestly obtained money. In September 2020, we charged the principal with 34 counts of fraud and one count of misconduct in relation to public office.

### Exposing fraudulent access to leave entitlements

During our investigation into the fraudulent use of a credit card by this school principal, we also investigated allegations that this principal, and a school teacher, had fraudulently accessed leave entitlements. We charged them both with 14 fraud offences in October 2021.

All of these matters remain before the courts.

**Table 5:** Exploitation of public sector resources — complaints, allegations and investigations from 2016–17 to 2020–21

	No. of complaints	No. of allegations	No. of investigations commenced
2020–21	370	620	3
2019–20	437	675	5
2018–19	452	816	15
2017–18	390	647	12
2016–17	338	470	13

## Preventing corruption

We undertake targeted prevention activities to identify and respond to corruption risks, including those identified through corruption investigations. Through our prevention activities, we aim to build corruption resistant public institutions through increasing awareness and building capability to respond to corruption risks.

This year, we focused on undertaking prevention activities to address the corruption risks relating to exploitation of public resources identified in previous years.

### Audit focusing on reducing timesheet and leave fraud

Last year we undertook an audit of public sector agencies timesheet and leave processes, identifying several areas for improvement to manage associated corruption risks. In July 2020, we published our summary audit report, *Managing corruption risks associated with timesheet and leave fraud*, which included case studies and a prevention guide to assist public sector agencies in combating timesheet and leave fraud, with examples of strategies to address corruption risks.

In September 2020, we published the Prevention in Focus publication, *Timesheet and leave fraud — How managers can prevent and detect corrupt conduct relating to timesheets*, to educate public sector managers on their obligations to approve and monitor employees' timesheets and other allowances.

## Monitoring the implementation of recommendations to reduce research fraud

Last year, we also undertook an audit into research fraud within government funded universities in Queensland. Our summary audit report, *Reducing the risk of research fraud*, contains our findings and recommendations for reducing corruption risks in this area.

This year, we conducted a follow-up audit with three of these universities to review their progress in implementing the audit recommendations. We found that the universities have been implementing the recommendations in a timely way to enhance their research governance frameworks and control processes, in turn reducing the risk of research fraud.

**Table 6:** Exploitation of public sector resources – summary of outcomes 2020–21

Description	Number
Investigations commenced	3
Investigations finalised	7
People charged	4 <sup>2</sup>
Criminal charges laid	67 <sup>3</sup>
Reviews commenced	36
Reviews finalised	36
Referred to a unit of public administration as a disciplinary matter	2 <sup>4</sup>
Referred to a unit of public administration to investigate subject to monitoring by the CCC	35
Prevention recommendations made	118

Notes:

1. Some of the matters above are also captured and reported under Table 2: Elected officials – summary of outcomes 2020–21.
2. Includes one charge against a person who is not a member of a unit of public sector administration.
3. Includes one person who is not a member of a unit of public sector administration.
4. Includes 15 persons referred on 23 disciplinary recommendations.

# FOCUS AREA Stakeholder engagement

**Stakeholder engagement is a critical capability for our agency to effectively investigate and prevent crime and corruption. We are progressively enhancing our stakeholder engagement activities to ensure our priority stakeholders — complainants, law enforcement agencies, public sector agencies and Queenslanders — are informed, educated and empowered to act. Through knowledge-sharing and collaboration, we can enhance the impact of our work for the benefit of our community.**

## Evolving our Stakeholder Engagement Strategy

Through effective stakeholder engagement, we can build strong relationships with our key stakeholders and achieve:

- improved understanding of the interests and concerns of our key stakeholder groups and ways our stakeholders communicate with us
- enhanced awareness of our role, functions, and processes by our stakeholders
- early identification of issues, and ability to tailor solutions to stakeholder concerns
- greater transparency about our work and opportunities for external opinions to be heard, and
- improved access to knowledge, expertise, and perspectives of others including people in the local communities.

Our 2021–23 strategy facilitates our continued transition toward stakeholder-centric engagement and embeds a consistent approach to the planning and delivery of our stakeholder engagement activities across the agency.

## Engaging with key crime stakeholders

### Crime Stakeholder Engagement Strategy

On 1 July 2020, we implemented our new Crime Stakeholder Engagement Strategy, designed to support and sustain meaningful engagement with our key internal and external stakeholders and ensure stakeholder engagement is integrated into our decision-making processes. Our strategy includes requirements for management plans, and the evaluation of engagement outcomes to ensure our level and approach to engagement with key stakeholders is appropriate and achieving value, and that insights from key stakeholder interactions can inform future business and operational decision-making. In June 2021, we commenced a project to deliver a digital solution to meet the requirements of the strategy, facilitate a more efficient implementation and allow us to more readily access and use the insights gathered from our engagement activities. This project is due to be delivered in the first half of 2021–22.

### Prioritisation model for crime matters

We use our Matter Prioritisation Model (MPM) to assess and review our investigations, as well as our crime related projects and initiatives. The MPM allows us to assess whether an opportunity is appropriate and to prioritise our work having regard to specific criteria, based on public interest, importance and value to our stakeholders, and our agency having regard to our strategic objectives, areas of focus, and business strategies and commitments. The MPM also ensures we have a consistent and transparent process for our crime related case and project selection and ongoing review and is supported by a sound public interest and human rights considerations.

The MPM is updated as required to ensure it captures our current plans and other key stakeholder interests such as Queensland Government priorities, Queensland Police Service strategic and operational plans, Queensland Family and Child Commission strategic plans, and other Queensland and National priorities and strategies for responding to serious and organised crime.

## Engaging with law enforcement agencies

We liaise and cooperate with partner law enforcement agencies to optimise the use of resources, coordinate activities and avoid duplication of effort. This involves Queensland's commitments to national frameworks, agreements, and strategies. Our close engagement with the Queensland Police Service, our partner agencies and other key stakeholders, is important to fully realising opportunities to pool resources, collaborate, and remain informed and responsive to strategic priorities and risks relevant to our work.

The Queensland Police Service's priorities for serious and organised crime have particular significance for our major crime work. This alignment ensures that our major crime work complements and supports broader strategic objectives for reducing the incidence and impact of crime on the Queensland community. We also engage closely with the Queensland Police Service and partner Commonwealth law enforcement agencies to remain informed and responsive to emerging major crime threats and issues and to maximise the value of collaborative opportunities.

In 2020–21, senior Commission officers participated in and contributed to the following key interagency forums:

- Queensland Joint Management Group — The Queensland Joint Management Group is a committee of senior executive members of the Australian Federal Police, the Australian Criminal Intelligence Commission, Australian Taxation Office, Australian Department of Home Affairs, Australian Transaction Reports and Analysis Centre, Australian Border Force, Queensland Police Service and the Crime and Corruption Commission who meet bi-monthly and at various other times, as required. The Queensland Joint Management Group facilitates information sharing, collaboration, capability development and coordination of strategies and responses to serious and organised crime within Queensland. The Senior Executive Officer (Crime) represents our agency on the Queensland Joint Management Group.
- Queensland Operations Coordination Group — The Queensland Operations Coordination Group is a committee of senior officers of the Queensland Joint Management Group agencies who meet at least monthly. The Queensland Operations Coordination Group facilitates information sharing, operational coordination and de-confliction, and assessment of opportunities for inter-agency collaboration on responses to serious and organised crime within Queensland. The Queensland Operations Coordination Group reports on operational progress and outcomes and takes direction from the Queensland Joint Management Group. The Executive Director Crime Operations, and the Director Proceeds of Crime represent our agency on the Queensland Operations Coordination Group.
- Queensland Joint Analysts Group — The Queensland Joint Analysts Group is a committee of senior officers of the Queensland Joint Management Group agencies who meet at least monthly. The Queensland Joint Analysts Group considers assessments undertaken by the Queensland Joint Analysts Group working group for consideration of action by the Queensland Operations Coordination Group. The Queensland Joint Analysts Group working group is a standing capability of the Queensland Joint Analysts Group member agencies which identifies opportunities and priorities for targeting serious and organised crime in and affecting Queensland. The Manager Crime Strategy represents our agency on the Queensland Joint Analysts Group and our agency provides ongoing intelligence analyst support to the Queensland Joint Analysts Group working group.
- Queensland Police Service Operations Coordination Group and Specialist Resources Committee — These committees are comprised of command and regional crime coordinators and other relevant Queensland Police Services members who meet at least three-weekly to share information, review, coordinate and approve operational activities and responses, and prioritise specialist resources for dealing with serious and organised crime within Queensland. The Director Crime Operations and the Executive Director Crime Operations represent our agency on the Operations Coordination Group and Specialist Resources Committee, respectively.

## Engaging with key corruption stakeholders

### Corruption Strategy

We remain committed to working with our stakeholders to build corruption resistance public institutions. This year, we developed a new Corruption Strategy and a new Corruption Prevention Strategy focusing on our stakeholder engagement for 2021–25 and beyond.

These strategies included establishing a coordinated approach to delivering our corruption prevention activities and maximising their impact by collaborating with our stakeholders to deliver prevention activities. The Corruption Prevention Strategy is also intended to identify measures of impact for those activities and identify a methodology to become more proactive in response to emerging corruption risks.

In the first phase of this project, we undertook a literature review to identify best practice in relation to prevention and ways of measuring impact from prevention activities.

In the second phase, we focused on engaging with our stakeholders to gain insights into how we can most effectively use our resources to minimise corruption risks in Queensland. We disseminated a discussion paper and invited our stakeholders to provide a submission. We received 55 written responses and used our discussion paper to facilitate 85 consultations with representatives across public sector agencies, seeking their input to those strategies as understanding the challenges from their perspective is essential to our corruption prevention efforts.

The feedback from stakeholders drove the development of the themes which are imbedded in the Corruption Strategy and shaped the Corruption Prevention Strategy for 2021–25.

### Engaging with the Queensland Police Service

The Joint Assessment and Moderation Committee (JAMC) includes representatives from our agency and the Queensland Police Service Ethical Standards Command (ESC). The JAMC aims to improve the timeliness and consistency of the Queensland Police Services' processes for triaging and monitoring serious complaints against its own officers. This year, the JAMC assessed 75 matters.

The JAMC evaluates how each complaint is initially assessed and then agrees to a plan of action. This process gives both us, and the Queensland Police Service, an assurance that complaints are being appropriately assessed and clearly establishes the responsibilities of each agency.

The JAMC draws on our allegations data and research to evaluate levels of risk. The analysis of allegations data assists the JAMC to assess whether an officer's complaints history is significant compared to that of their peers. We continue to conduct research to better understand the importance of an officer's allegations history in assessing matters at the JAMC.

The Investigation Consultation Process (ICP) is the second tier of the JAMC process. Since its commencement in 2017, the ICP has enabled inter-agency collaboration on contemporary investigative methodologies in matters that are the subject to our statutory monitoring function. As part of the ICP, the progress of matters and our expectations regarding investigations and/or criminal, disciplinary, and managerial processes are tabled. In addition, either agency can raise issues that are contentious or that impact on their resources, so that an effective resolution may be achieved. The ICP does not meet on every matter; a meeting is held when there is a stakeholder necessity or public interest in gaining a joint commitment to processes that will meet stakeholder expectations. During 2020–21, 10 meetings were held in relation to 21 matters.

### Building awareness of corruption risks

Organisational culture has a significant influence on how corruption risks are managed and tolerated within an agency. We undertake targeted prevention activities to assist public sector agencies to develop ethical cultures by building their awareness and capability in responding to corruption risks.

In 2020–21, we published five corruption prevention advisories to assist public sector agencies to identify and manage corruption risks:

- [\*Timesheet and leave fraud — How managers can prevent and detect corrupt conduct relating to timesheets\*](#) (September 2020)
- [\*Perceptions of corruption and integrity in local government\*](#) (research report — November 2020)
- [\*Template for section 48A policy\*](#) (December 2020)
- [\*Corrupt conduct and professional engineering services\*](#) (fact sheet — December 2020)
- [\*Organisational change and economic recovery — Managing the risks\*](#) (February 2021).

## Corruption Audit Plan 2019–21

Our program of audits aims to help build the integrity of the Queensland public sector and reduce the risk of corruption. Our [2019–21 Corruption Audit Plan](#) consists of six audits into the following areas of high corruption risk:

- research fraud (page 49)
- local government procurement (page 44)
- timesheets and leave (page 49)
- section 40A recordkeeping requirements (page 47)
- assessments of corrupt conduct (page 47), and
- gifts and benefits (page 47).

Although responsibility for implementation of agreed audit recommendations rests with the Chief Executive Officers of relevant agencies, we actively follow up with agencies to measure the extent to which our recommendations have been implemented.

Our Corruption Audit Plan and summary audit reports are published on our [website](#).

## Corruption Allegations Data Dashboard

In December 2016, we released the [Corruption Allegations Data Dashboard](#) on our website to provide the public and public sector agencies with access to our allegations data, including at-a-glance knowledge about trends and patterns in corruption allegations. By providing insights about corruption allegations we have received, we hope to improve awareness of corruption trends to assist public sector agencies in identifying and preventing corruption.

Key findings (as at 30 June 2021) include:

- Allegations relating to misuse of confidential information increased between 2016–17 to 2019–20, before decreasing in 2020–21.
- Allegations of corrupt conduct have remained stable over the last six financial years.
- Allegations involving public service departments have shown an increasing trend over the last six financial years.
- Allegations about local governments rose in 2017–18 and remained high until dropping sharply in 2020–21.
- Allegations involving the Queensland Police Service have shown a declining trend between 2017–18 and 2019–20, before increasing in 2020–21.

## International Anti-Corruption Day

We supported International Anti-Corruption Day on 9 December 2020. In line with the United Nations 2020 message, ‘United against corruption’, we progressed several important anti-corruption initiatives including targeted prevention activities aimed at elected officials before and after the Queensland State Government election (see page 43).

## International Access to Information Day 2020

On 28 September 2020, we supported International Access to Information Day, led by the Office of the Information Commissioner to highlight the importance of providing accurate and relevant information to the community. The 2020 theme of ‘Building trust through transparency’ reminds the public sector of the importance of providing access to government information and government services to assist Queenslanders.

## International Fraud Awareness Week

We supported International Fraud Awareness Week 2020 (15 to 21 November) by sharing two short video presentations to raise awareness of the important roles that procurement and internal audit play in detecting and preventing fraud and corruption. The first video, presented by our Chief Executive Officer, outlined the significant impacts of fraud and how senior executives can protect their agency by empowering procurement and internal audit units to make recommendations to correct any internal weaknesses they identify. The second video, presented by one of our officers, was aimed at employees to remind them about the role of procurement and internal audit in fraud prevention and detection, quoting several cases in which these units played a critical role. Both videos are available on our YouTube channel.

## Privacy Awareness Week

In May 2021, we supported Privacy Awareness Week, which is an initiative of the Office of the Information Commissioner. This year’s theme, ‘Make privacy a priority’ aligned with our current focus on misuse of confidential information (see page 45). In support of this important message, our Chairperson gave a keynote presentation at the launch of Privacy Awareness Week, titled *‘I trusted you with my private information’ — Government powers and practices to prevent misuse of personal information*.

The presentation reflected on lessons from the implementation of our recommendations from [Operation Impala](#) (see page 47), and why building a ‘privacy-aware’ culture is fundamental to public trust in government.

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# Building our organisational capability

Critical organisational capabilities

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We are committed to making our organisation a great place to work, this year we continued to develop our people and the systems they use.

To lead us into the future, we aim to build inspirational leaders who respond well under pressure, support and collaborate with others, and exhibit sound judgement. We want our people to be proud to be part of our organisation and be recognised and valued for the work that they do.

A key part of this objective is ensuring our people have access to the training, technology and information they need when they need it.

Our key strategies to build our organisational capability are to:

- develop capabilities to create a healthy, collaborative and innovative culture
- modernise and embed changes to our assets, systems, processes and workplace, and
- leverage data and information to become an insight driven agency.

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# FOCUS AREA Critical organisational capabilities

**We recognise the commitment, capability and wellbeing of our people is critically important for our agency to deliver our services to the community. To complement our established wellbeing and development programs, this year we continued shaping our agency for the future, as guided by our CCC Futures strategies.**

## **CCC Futures: connecting people, insights and technologies**

Last year, we established our strategic program – CCC Futures – to guide development of critical organisational capabilities to improve our service delivery, increase our efficiency and effectiveness, and achieve our objectives. Through enhancing our critical capabilities, we ensure we remain a responsive, relevant and sustainable crime and corruption fighting organisation.

Our ambition of ‘connecting people, insights and technologies to reduce major crime and improve the integrity of public institutions’ will be realised through the staged implementation of four multi-year strategies.

This year, we commenced the year one roadmap initiatives for the Workforce, Digital and Insights Strategies and developed an Integration Strategy.

### **Workforce Strategy**

To enable our continual evolution as a crime and corruption workforce of the future, so that we can keep ‘ahead of the game’ to reduce major crime and improve the integrity of public institutions in Queensland (see page 56).

### **Digital Strategy**

To build our agency into a resilient, connected, augmented and automated organisation, enabling us to deliver smarter and more simple services to reduce major crime and improve the integrity of public institutions (see page 64).

### **Insights Strategy**

To advance our capability to effectively leverage research, intelligence, data, analytics and external partnerships, increasing our operational efficiency and effectiveness and delivering innovative solutions against major crime and corruption (see page 66).

### **Integration Strategy**

To bring together our multiple sources of data and information, increasing the visibility of information relationships and making information more accessible and conducive to the development of insights (see page 67).

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## Workforce Strategy 2021–25

Our Workforce Strategy focuses on establishing our 2025 workforce ambition and goals, underpinned by a forward-looking, practical roadmap. Our Workforce Strategy includes three goals:

1. Undertaking outcome-focused work enabled by insights, digital technology and innovation.
2. A diverse, engaged and adaptable workforce with the right mix of experience, specialist skills and personal attributes who can work in multi-disciplinary teams.
3. Foster a 'greater place to work' differentiated from other public sectors, underpinned by a strong performance culture, robust workforce strategy, and management and planning capabilities.

### Outcome focused work

#### *Workforce planning*

We are embedding new decision criteria into our strategic planning cycle to assist us to understand how our work will start, stop, and change in the future.

This year, during our business planning process, greater emphasis was placed on assessing the delivery and change impact of initiatives under consideration, particularly their impact on operational teams. We continue to test and improve upon the Strategic Workforce Planning model developed in 2020. This allows for a more quantitative approach to be taken to planning our work in a way that allows us to remain agile, supports our people and ensures continued focus on the delivery of outcomes.

#### *Defining a single human resources system*

In 2020–21, we defined the requirements for an integrated human resources data and technology solution. The future build and delivery of this system will enable us to make data-driven human resources and workforce decisions during our strategic planning cycle, as well as providing the tools and information to empower our leaders to take ownership of key workforce practices.

### Adaptable workforce

#### *Future CCC leader*

We are developing adaptable, confident and capable leaders who can steward the organisation through change. This year we began creating a new leadership narrative including designing a structured engagement plan which utilises a 'moments that matter' framework to bring the narrative to life and create an employee experience.

Our new leadership narrative will support the mindset shift to what it means to be a leader within our agency, where leaders at all levels regardless of function, discipline or technical knowledge are able to inspire, empower and connect people and lead any team in any context.

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## **Greater place to work**

### *Employee value proposition*

This year, we commenced a review of our employment conditions and employee value proposition to enable us to more deeply understand our people and compete for talent in a highly competitive labour market. This work is a foundational element of our Workforce Strategy and will continue next year.

### *Recruitment and selection*

We are reviewing our recruitment and selection process to focus on enhancing the candidate experience. A positive candidate experience ensures we continue to attract and engage quality candidates now and into the future. This year, we commenced this process by reviewing each stage of recruitment, from initial application through to on-boarding and we will continue to implement various initiatives in the coming year.

### *Employee experience*

We also launched a new Employee Experience Measurement approach to monitor the engagement and experience of our people throughout the stages of their employee lifecycle – recruitment, on-boarding, development, engagement and offboarding. The intelligence generated will help shape our actions creating more engaged, happier and effective employees which will, in turn, drive business outcomes.

### *Human resources policies*

This year, we reviewed our suite of human resources policies to ensure they continue to meet the needs of our organisation, deliver our employee value proposition and position our agency as a great place to work.

We also finalised a new Queensland Police Service secondment policy to facilitate the effective recruitment, placement, and return of Queensland Police Service members seconded to our agency. For the first time, this policy is shared between our agency and the Queensland Police Service to ensure it benefits individual officers, both agencies and the wider Queensland community. The policy recognises the unique nature of the arrangement between our two agencies and the specialist skills that many officers bring to and further develop during their secondment with us. It also models the separation required to ensure the integrity and security of our operations and preserve public confidence in the independence of our agency.

## Supporting our people

The Workforce Strategy builds on our strong existing workforce foundations. Our people are central to delivering on our purpose and we remain committed to their wellbeing and development, and to creating a positive workplace culture.

### Focusing on wellbeing

We are committed to creating a safe working environment for all of our people. We know our work can sometimes be challenging, and we remain focused on enhancing the wellbeing of our people and ensuring they are happy, productive and motivated at work.

This year, our Wellbeing Program, which is an ongoing initiative of the Organisational Safety and Wellbeing Committee (see page 75), delivered activities in three wellbeing focus areas — mental health, physical health and staying connected.

Despite the ongoing challenges of social distancing, this year we delivered all our planned wellbeing activities. Many of them delivered virtually and promoted through a dedicated Microsoft Teams channel — ‘CAREConnections’ to enable maximum participation by connecting with our people who were working remotely.

This year, we also delivered 28 wellbeing resources and events to assist our people to look after their wellbeing, including Mental Health First Aid Training, ergonomic assessments, RUOK? Day, Movember, and online training on mental health, time management, and work/life balance.

We partner with Converge International to provide an Employee Assistance Program to ensure commission officers, and their immediate family members, can access wellbeing services including confidential personal coaching and counselling. We actively promote these services through our Induction Program and published online materials.

We also maintain a regular and proactive psychological assessment program for our officers deemed at risk of psychological injury as a result of the work they undertake.

To further support our people’s wellbeing, we support and promote flexible work arrangements, including telecommuting, compressed hours, accumulated hours and part-time/job-share arrangements. These arrangements helped support our people to navigate the changing work environment due to COVID-19, and they continue to be in place.

In 2020–21, we examined flexible work as part of our new Employee Experience Measurement approach (see page 57) and planned activities to reinforce our agency commitment as part of our initiatives from the Working for Queensland Survey (see page 62). We actively encouraged ongoing flexibility through messaging from the Chief Executive Officer to all employees, inclusion of working from home tips in the CCC Care Connections Microsoft Teams channel, and our participation in the Public Service Commission ‘Working from Home’ survey.

### Shaping our culture

Our Values and Culture Group (VCG), a group of representatives from across our agency, continue to be empowered to find ways to champion and embed our organisational values (see page 6) into our working environment. On 27 October 2020, our VCG coordinated the fourth annual Team CCC Day — a day our people come together to participate in employee-led activities, strengthen workplace relationships and celebrate our value of ‘People’.

The PAICE Awards is another way the VCG works to bring our people together, and recognise our people who demonstrate our values in action. The 2019–20 PAICE awards marked the inclusion of an additional recognition category — contribution to reconciliation.

The 2020–21 PAICE Awards were held in August 2021 in recognition of employees who had been nominated by their peers in the year prior (see page 61).

## Respecting, promoting and protecting human rights

In January 2020, the *Human Rights Act 2019* (Qld) came into full effect. Since then, we have taken steps to ensure our actions and decisions comply with the requirements of the Act, including the 23 human rights.

In 2020–21, we received one human rights complaint, relating to an employment selection process. Following review of the complaint, we identified that an administrative error had occurred, offered the complainant an apology, and commenced the process.

This year we embedded and optimised the processes we initiated as part of our 2019–20 organisational capability project to ensure our decisions and actions are compatible with human rights. We demonstrate our ongoing commitment to human rights by:

- continuing our regular human rights training to ensure our people are aware of their obligations under the *Human Rights Act 2019* (Qld)
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our Strategic Plan
- incorporating human rights considerations into our processes for handling complaints, making decisions and developing, amending or rescinding policies and procedures, and
- providing resources and guidance material that support our Human rights policy and procedure.

We ensure our acts and decisions do not limit human rights, or limit human rights only to the extent that is reasonable and demonstrably justifiable, in accordance with section 13 of the *Human Rights Act 2019*, for example:

- decisions about the use of coercive powers and acting under coercive powers
- assessment decisions and actions in relation to corruption complaints and police misconduct complaints
- decisions and actions under review and monitoring of corruption complaints and police misconduct complaints
- decisions and actions during the investigation of corruption complaints and police misconduct complaints
- decisions and actions in relation to crime investigations and confiscation related investigations
- decisions about whether to commence, continue or discontinue a crime related matter (see our Matter Prioritisation Model, page 50)
- administrative decisions and actions in relation to the disclosure of information, and
- developing, amending or rescinding policies and procedures.

## Ensuring ethical conduct

Our Code of Conduct provides guidance to our commission officers on appropriate behaviour, consistent with the principles outlined in the *Public Sector Ethics Act 1994*:

- integrity and impartiality
- promoting the public good
- commitment to the system of government, and
- accountability and transparency.

These principles underpin our values (see page 6), and they are embedded within individual Performance and Development Agreements.

New commission officers are provided with our Code of Conduct upon commencement and complete an eLearning module in their first week of employment. The module covers the following topics:

- operation of the *Public Sector Ethics Act 1994*, the application of ethics principles, and their obligations as public officials, and
- the contents of our Code of Conduct, and the rights and obligations they have in relation to contraventions of our Code of Conduct.

Existing commission officer's also complete regular refresher training to maintain their knowledge.

Our Governance Framework (see page 74) outlines the values, attitudes and behaviours expected of our commission officers, in alignment with international standards of best practice and the principles of the *Public Sector Ethics Act 1994*.

Our policy framework sits within our broader governance framework and ensures our policies and procedures align with the principles and values of the Act.

## Supporting reconciliation

We serve an important function in responding to the needs and concerns of Aboriginal and Torres Strait Islander peoples, in relation to criminal justice issues and good governance of public sector agencies. Our vision is to partner with Aboriginal and Torres Strait Islander peoples to form lasting relationships based on mutual trust, respect and understanding. For this reason, we focus on advancing our contribution to reconciliation through strengthening our collective and individual cultural capabilities.

As part of our [Reconciliation Action Plan \(RAP\)](#), we are committed to engaging all of our people in continuous cultural learning opportunities to increase their understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements. In doing so, we believe that we will be more effective in working with Aboriginal and Torres Strait Islander communities and that we can all have a positive impact on reconciliation in Australia.

Our Innovate RAP (originally covering the period January 2019 to December 2020) was extended to 30 June 2021, due to COVID-19. Our RAP includes 15 action areas with more than 70 deliverables. Our current focus is on raising awareness within our agency; increasing our employee participation in events that support reconciliation; and reviewing our services so they are culturally responsive, safe, and equally accessible to everyone.

This year, we took the first step to investigate ways to improve service delivery and access for Aboriginal and Torres Strait Islander peoples. We engaged ARTD consultants, working in partnership with Koorimunication, to review access to our existing corruption complaints management system. This preliminary report identified that improvements to the CCC complaints management system are necessary to increase accessibility for Aboriginal and Torres Strait Islander peoples. In 2021–22, we will engage with Aboriginal and Torres Strait Islander clients and stakeholders to identify workable solutions for improving access to this critical service.

Our ‘listening tours’ are an important component of our RAP as we value the opportunity these visits provide to develop and maintain mutually respectful relationships with councils and community organisations in regional areas. In 2019–20, we ceased visiting regional communities, due to restrictions associated with the COVID-19 pandemic.

We recommenced the listening tours with a visit to Cherbourg in August 2020. Our Chairperson, together with our Indigenous Advisor, met with the Cherbourg Aboriginal Shire Council to share information about our agency and facilitate a workshop on corruption, complaints and prevention specific to their council and community.

This visit enabled us to enhance our understanding of how COVID-19 had affected their community and the challenges they had identified during the pandemic. We will continue this important body of work in 2021–22.

In June 2020, our Indigenous Advisor and Principal Advisor Prevention visited Cairns to deliver a presentation to local Commissioners who are members of the Family Responsibility Commission. This visit provided an opportunity to conduct training in relation to:

- corruption risks associated with their duties and responsibilities
- how to avoid allegations of corruption being made when they exercise their powers, and
- how to manage conflicts of interest with a focus on the challenges associated with aligning Indigenous culture, customs and responsibilities with their legal obligations.

In July 2020, we released an internal *Guide to inclusive language and communication* outlining some key concepts and considerations when communicating and engaging with Aboriginal and Torres Strait Islander peoples. Using respectful and inclusive language and terminology is an essential component of reconciliation as it strengthens relationships between Aboriginal and Torres Strait Islander peoples and our agency. The creation and publication of this guide delivers on our RAP commitment to investigate options to define and use culturally appropriate language in work products.

As part of our cultural capability strategy, all our people completed a cultural awareness training module based on Evolve Communities’ ‘7 steps to reconciliation’ program, aiming to:

- develop appreciation and respect for Aboriginal and Torres Strait Islander history, traditions and culture
- improve understanding for the relevance of reconciliation in our workplace and how it is important to building and maintaining relationships with Aboriginal and Torres Strait Islander stakeholders
- increase cultural safety within our organisation to attract and retain Indigenous persons
- be, and be known as, a great place to work, and be recognised as an organisation that values both its team and clients
- build individual confidence to work within Aboriginal and Torres Strait Islander communities in a culturally appropriate manner, and
- inform individual perspectives of how culture shapes values, attitudes and behaviours.

This program has also been incorporated into our ongoing training schedule for our people.

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This year, we also provided opportunities for our people to share cultural immersion experiences, particularly around National Reconciliation Week and NAIDOC Week. As part of National Reconciliation Week (May 2021), our people attended a walking tour of the cultural precinct and Kurilpa Bridge run by BlackCard — a business certified with Supply Nation.

In celebration of NAIDOC Week (November 2020), our people participated in a cultural tour to the Nudgee Waterholes, Bora Ring and Bush Food Gardens site facilitated by Nyanda Aboriginal Cultural Tours and bush food experience. The tour provided insight into Aboriginal cultural stories, Aboriginal history, Aboriginal cultural performance elements and seasonal bush foods.

### **Recognising our people**

Our online employee recognition tool — PAICE (reflecting the CCC values of People, Accountability, Integrity, Courage, Excellence) — allows our people to thank and recognise their peers for demonstrating our values. The PAICE system encourages our workforce to recognise each other when we see our values in action and helps to bring our values to life. Recognitions received across the year form the basis of recognitions received for the annual PAICE Awards.

In 2020–21, we redesigned the PAICE tool to make it more user friendly and to include new functionality that recognises multiple values within a single recognition.

Our annual PAICE Awards were held in August 2021 with 109 individual commission officers and 31 teams recognised for their outstanding work and commitment to our values this year. This award ceremony also serves as the platform to recognise our 20 officers who were recognised for their commitment to reconciliation throughout the year (see pages 60–61).

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### **2020–21 PAICE Award winners**

**People** — Andrew Atkins, Crime division

**Accountability** — Archit Menon, Strategy, Innovation and Insights division

**Integrity** — Andrew Wilson, Crime division

**Courage** — Witness Protection Officer, Operations Support division

**Excellence** — Rebecca Schultz, Corporate Services division

**All-rounder** — Genevieve Wheeler, Strategy, Innovation and Insights division

**Team** — Technical Surveillance Unit, Operations Support division

**Contribution to reconciliation** — Franz Skeen, Corporate Services division and David Honeyman, Corruption division

## Engaging with our people

We formally engage with our people through our consultative committee, with participation from both our people and management. Both our Chairperson and Chief Executive Officer are members of this committee, which meets to raise and discuss industrial or employee relations issues.

Each year, we also participate in the Working for Queensland Survey to measure our workplace climate, with this year's survey conducted in September 2020. We continued to have a strong participation rate, with 79 per cent of our people providing valuable feedback through this mechanism. Despite the challenges faced this year, the survey results showed growth against all factors and indices when compared with 2019 results, including in:

- agency engagement, driven by increases in job satisfaction and in our people's belief that they are making a difference to our community
- job empowerment, driven by increases in our people's feelings of having the tools and information they need to do their job effectively and the ability to have a say in how to do their job, and
- the use of flexible work arrangements, as a result of our response to the COVID-19 pandemic.

The results also provided us insights into the focus areas for improving our employee experience. To guide our response to the Working for Queensland survey, we developed action plans to target key areas and monitor progress, including taking the following actions:

- training to increase the capability and confidence of our leaders in supporting ongoing flexible work agreements for their teams
- continuing our leaders' role-modelling personal use of flexible work agreements and ongoing messaging regarding our agency commitment to flexible work agreements, and
- communications to address workload concerns, including how we can better manage change.

## Welcoming new employees

We deliver a quality induction program to provide new employees with the knowledge they require to do their job effectively. New employees immediately learn about our values, culture, and strategic and operational priorities. During their first week, new employees undertake a range of mandatory eLearning programs that cover topics such as our Code of Conduct, workplace health and safety and information security. We supplement this with a quarterly Corporate Induction Program, hosted by our Values and Culture Group (see page 58), which provides an opportunity for our new employees to hear directly from our senior leaders.

## Developing our people

Our people's development is guided by their Performance and Development Agreement (PDA), which is created in consultation with their manager and reviewed bi-annually. This PDA sets the performance expectations and provides an opportunity to discuss development and career goals with their line manager.

Our strategies for employee development include formal and informal learning and development activities that are designed to provide commission officers with the knowledge, skills and experience to deliver on our strategic objectives and grow in their careers.

We respond to changes in our environment by providing training to our commission officers. We delivered training to help our people manage critical conversations and trained 24 officers in Microsoft Power BI. We also continued to:

- facilitate access to elective educational courses through our online platform, CCCLearning
- assist our people with their ongoing professional development by supporting opportunities to attend a range of workshops, seminars and conferences
- support commission officers to undertake tertiary study by granting study leave and providing financial assistance toward their course fees (21 commission officers), and
- support our specialists by reimbursing between 50 and 100 per cent of their professional membership fees (40 commission officers).

Throughout the year, our specialist employees delivered workshops and presentations that help our people to stay informed about current investigations and projects, and topical issues, addressing issues related to:

- money laundering
- proceeds of crime
- conflicts of interest
- various laws in practice
- legal practice management
- research methods, and
- effective communication.

Our Mentoring Program formally connects our people and creates regular opportunities to transfer knowledge throughout our agency. This year, we connected 25 mentors with 25 mentees.

We offered our Mobility Program, which was launched in 2019, again in 2020–21. This program supports capability development within our financial investigator, intelligence analyst and lawyer disciplines by providing a structured approach to facilitating at-level rotations throughout our agency. This program has provided a mechanism to develop a more flexible and engaged workforce with a depth and breadth of capability.

### Early Career Pathways

The Early Career Pathways Program is helping us to develop the CCC workforce of the future. The program provides paid and unpaid opportunities for students and graduates in the disciplines of law, financial investigation and analysis, intelligence and research. The program includes our summer vacation internship program, graduate program, and professional practice program. One internship placement is offered each year to an Aboriginal and Torres Strait Islander student via our engagement with CareerTrackers and is central to our commitment to reconciliation.

### Creating great leaders

We aim to develop inspirational leaders who react well under pressure, support and collaborate with their colleagues, and exhibit sound judgement.

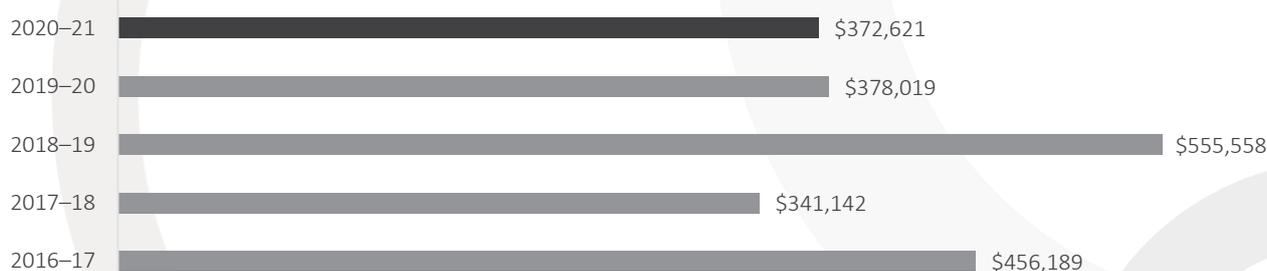
This year, we supported:

- 36 of our leaders to attend a change management program to build their capability in leading themselves and their teams through change
- 32 of our leaders to attend a program to develop confidence and capability in managing critical conversations
- 3 of our leaders to complete the Australian Institute of Company Directors' Company Directors Course, and
- 10 of our leaders to complete the Leader as Coach program facilitated by DraperCo.

We also developed a new policy and guide to help our leaders manage performance in line with the Queensland public sector's focus on positive behaviour management and continued to support a range of initiatives that assist our people to achieve their career goals, including:

- CCC Leadership Roadmap — A framework to support leadership development at all career stages
- Career Development Pathways — A framework to assist our people grow their careers as practitioners and technical specialists, and
- CCC Learning | Professional — A platform that contains more than 500 bite-size courses, available on-demand covering a range of business and leadership disciplines.

**Figure 20:** Investment in the training and development of our people from 2016–17 to 2020–21



## Digital Strategy 2020–24

Our Digital Strategy explores the technical requirements to build a resilient, connected, augmented and automated agency to enable us to deliver smarter and more simple services to reduce major crime and improve the integrity of public institutions.

Our Digital Strategy is phased over a five-year delivery roadmap and will:

1. improve the resilience, connectedness, efficiency and effectiveness of our service delivery model – in order to ‘get ahead of’ the increasingly sophisticated crime and corruption environment, and
2. improve the experiences of our internal and external stakeholders.

Following from our significant digital enhancement in 2019–20, we developed the core technology and applications that will form the foundation of our digital maturity uplift.

## Digital Workplace Program

Established in 2018, our Digital Workplace Program was established as a transformational program to increase our digital resilience and implement a modern, contemporary technical platform. It delivered enhancements to our organisational resilience through transitioning to cloud services, creating new digital applications, enhancing forensic computing infrastructure and delivering new security features.

Outcomes included:

- ‘anywhere, anytime’ access to our network on CCC devices with an internet connection
- contemporary security mechanisms, and
- forensic enhancements.

We finalised our Digital Workplace Program on 31 December 2020, having delivered the objectives.

## Continued Digital Enablement Program

Following our Digital Workplace Program, we immediately established the Continued Digital Enablement Program to protect the investment made and further develop our digital maturity by:

- leveraging additional value from the technical foundations, digital platforms and cloud technologies
- ensuring our digital platform remains contemporary, secure, fit-for-purpose and sustainable, and
- supporting a digital culture that embraces technology and continuous change.

Since establishment, our Continued Digital Enablement Program has achieved the following outcomes:

- upgraded our systems to Microsoft Office Pro Plus from Microsoft Office 2013
- deployed new email optimisation, security and protection services using Microsoft Office 365
- provisioned additional data and insights cloud infrastructure
- delivered new and improved functionality for our digital Governance, Risk and Compliance application, and
- delivered an interim digital ideas/demand management process.

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## Digital Operating Model

Over the past two years, our organisation has seen substantial uplift in digital capability and maturity. We recognise that a Digital Operating Model is required to enable our organisation to build on this momentum and realise our digital ambition.

This year, we developed our Digital Operating Model to:

- establish 'Digital' as a competency and enabler across all areas of our agency
- recognise digital solutions are a partnership between business and technology stakeholders
- improve transparency and consistency around the governance and delivery of digital solutions, and
- evolve our Information Services team to be better equipped to support the digital functions in our organisation.

## Data and Insight Infrastructure Project

With the emergence of modern technology, criminals and corrupt officials have become more sophisticated in the way they carry out their activities and mask them from being tracked by law enforcement agencies.

Recognising this shift, we seek to develop our analytics capabilities by modernising our systems to keep ahead of change and leveraging our data and information to become an insight driven agency. Our Data and Insights Infrastructure Project lays the foundation for these capabilities by delivering a modern, cloud-based data warehouse infrastructure and analytics environment.

This project is a key part of our digital capability uplift as it transforms the way our agency can make data driven decisions in a timely manner. In 2020–21, we developed the first phase of the data warehouse, enabling us to better report and analyse human resources and finance data. As we develop the data warehouse, we will have the ability to consistently connect related information across our internal and external data assets to develop deep insight and intelligence about crime and corruption matters.

## Advanced investigation and forensic tools

The design and implementation of a suite of advanced investigation and forensic tools (enabled by artificial intelligence such as machine learning and deep learning) will equip our investigators with the capability to analyse vast amounts of complex unstructured data for case-related intelligence and evidence, identify crime and corruption trends and determine complex and seemingly unconnected relationships between data points.

We are enhancing our investigations and forensic tools to capitalise on the vast amounts of data that we collect through investigations, allowing the application of artificial intelligence technologies to augment analysis and unlock capacity for investigators.

This year, we implemented new functionality to increase evidence extraction capacity and enable forensic investigators to perform this task autonomously.

We explored the application of new generation of digital solutions to support investigations by piloting new investigative tools providing advanced search and analysis technologies aimed at increasing the speed and quality of investigations.

## Case management system

We continued the delivery of a new case management system (CMS, Nexus).

Deployment of Nexus was expected in early 2021 but was delayed due to the identification of intolerable security vulnerabilities in the vendor's software.

Since 30 June 2021, we have assessed the vendor's progress of remediating the security vulnerabilities in their software and other defects and determined that the ongoing delay is not in the interests of the CCC. See note 1(j) in the Financial Statements on page 92.

## Digital Governance, Risk and Compliance system

In 2019–20, we introduced a digital Governance, Risk and Compliance (GRC) system to improve our efficiency, reduce risk and support our strategic performance.

This year we embedded and optimised this system through enhancements to provide electronic workflow for policy approvals and compliance obligations.

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## Insights Strategy 2020–24

Our Insight Strategy builds on our Digital and Workforce Strategies by exploring the required uplift to enhance our technology and provide our people with the ability to leverage insights, increasing operational efficiency and effectiveness, and delivering innovative solutions against major crime and corruption. The goals of this strategy are:

1. To empower people with data by ensuring our people and stakeholders have access to the right information at the right time. They understand what data is available and know how to use it.
2. To enhance our agency performance by improving:
  - the quality and timeliness of assessments and investigation
  - our operational and intelligence gathering capabilities that enable targeted and pro-active action, and
  - the effectiveness of internal processes that create increased capability of our people.
3. To embed an insight driven culture by increasing:
  - our insights literacy and capability
  - our delivery of insights-led solutions, and
  - our participation in insights knowledge sharing and collaboration.

## Data warehouse

In June 2021, we completed our first phase of the data and insights infrastructure solution – a cloud-based data warehouse. This data warehouse lays the foundation for developing our analytics capability and becoming an insight driven organisation. We have successfully ingested human resources and finance data into the data warehouse, to help improve and automate some of our operational reporting needs.

## Data governance

We also took a staged approach in developing our strategic insights ambition by creating our Data Governance Strategy. This strategy establishes our strategic intent, vision and focus for improving the quality and availability of our data and improving our understanding of our data. From this, we completed a data governance gap analysis report to pave the implementation of future initiatives to improve our agency's data governance and opportunities for improvement.

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## Integration Strategy 2021–25

This year, we developed our fourth CCC Futures strategy to deliver our vision for our data and systems across the agency to be integrated as appropriate. Our Integration Strategy will build our digital capability and enhance all aspects of our service delivery by increasing our understanding of how to optimise integration of new functionality with residual systems and applications as we continue to undergo a digital transformation, contemporising our information and technology ecosystems to become a data-driven agency.

Outcomes from this strategy will enable greater integration across appropriate applications, devices, and data so that new digital products can be introduced faster while limiting the risk of re-work, improving system integration and interoperability to increase business intelligence, organisational resilience and connectedness.

The benefits of an integration strategy are:

1. improved business agility and access to information
2. streamlined information flows and increased process efficiency, and
3. optimised IT resources and reduced costs.

The Integration Strategy underpins and enables the ongoing delivery of both the Digital Strategy and Insights Strategy defining a regime for bringing together sets of data and information from multiple sources, increasing the visibility of information relationships and making information more accessible for use.

Although only just completed in June of 2021, a concurrent project was run in alignment with the Integration Strategy to develop an information technology/operational technology integration feasibility and roadmap.

## Enterprise Architecture Blueprint

We operate within a complex information technology (IT) landscape, with many different applications and technologies supporting our work. It is important that we understand how these applications and technologies relate to the business and each other.

Our Enterprise Architecture Blueprint maps how we plan, design and organise our IT infrastructure to execute strategies and implement business and technology changes. It shows the relationship between different IT elements (for example our systems and processes), minimises the complexity in the environment, and delivers better overall efficiency and effectiveness within our IT landscape.

### Information technology/operational technology integration feasibility and roadmap

Our agency has an enterprise network (information technology) and operational technology networks which support our investigations. This year, we assessed the feasibility of securely integrating some of these networks to leverage the benefits and scalability of cloud services and improve the management support provided to our operational technology networks.

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# Governance and people

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# Our Commission

**Our Commission is responsible for providing strategic leadership and direction for the performance of our functions and the exercise of our powers by our Chairperson, Chief Executive Officer and other commission officers.**

## Profile of our Commissioners

(as at 30 June 2021)

### **Mr Alan MacSporran QC Chairperson**

LLB (admitted as a Barrister-at-law in 1978), GAICD, appointed on 1 September 2015

Prior to joining the CCC Mr MacSporran practised as a barrister for 38 years, his career spanning periods as a Crown Prosecutor and working on coronial inquests and commissions of inquiry. Mr MacSporran took silk in 2005. From 2004 to 2009 Mr MacSporran served as the Parliamentary Crime and Misconduct Commissioner.

### **Mr Sydney Williams QC Deputy Chairperson**

LLB, BCom (admitted as a Barrister-at-law in 1975 and as a barrister in Papua New Guinea later that year), appointed on 1 November 2014

Mr Williams was appointed Queen's Counsel in 1986. Since then, he has been in continuous practice as a barrister, focusing on insurance and personal injury litigation. Mr Williams was a member of the University Squadron of the Royal Australian Air Force Reserve and subsequently was commissioned into the Reserve as a Legal Officer, retiring with the rank of Squadron Leader.

### **Ms Deborah Holliday QC Ordinary Commissioner**

LLB (Hons) (admitted as a Barrister-at-law in 1994), appointed on 10 March 2017 (acting appointment 11 November 2016 to 10 February 2017)

Ms Holliday's early career included 24 years working in the Office of the Director of Public Prosecutions (Queensland) before joining the private bar. Ms Holliday was a Principal Crown Prosecutor for 15 years. She was seconded to the Inquiry Legal Representation Office and represented persons adversely named in the Carter and Connolly/Ryan Commissions of Inquiry. Ms Holliday's practice includes providing high-level legal advice and appearing as counsel for government departments and the Legal Services Commission.

### **Ms Helen Darch Ordinary Commissioner**

BA, GradDip (Library and Information Science), MEd (Training and Development), MAICD, appointed on 14 May 2021

Ms Darch is a management consultant with extensive experience in strategy, facilitation, stakeholder engagement and change management. She has consulted to the government, health, education and not-for-profit sectors for many years, and now focuses on executive mentoring and Board work. Helen has over 15 years' experience as a non-executive director on large not-for-profit and government boards and is currently a Director on the Multicap Board, Metro South Hospital and Health Service Board, and Chairs the Dominos Give for Good Board.

### **Mr Bruce Barbour Ordinary Commissioner**

LLB (admitted as a Legal Practitioner to the Supreme Court of NSW in 1995), appointed on 14 May 2021

Mr Barbour has extensive experience in administrative law, investigations and management. He was the NSW Ombudsman for 15 years from 2000 to 2015.

Mr Barbour has also been a Senior Member of the Administrative Appeals Tribunal, Member of the NSW Casino Control Authority and acted as Commonwealth Merit Protection Commissioner and Queensland Integrity Commissioner. Mr Barbour's board experience includes being Chair of the NSW Public Interest Disclosures Steering Committee, Convenor of the NSW Child Death Advisory Committee and Vice-President of the International Ombudsman Institute.

### Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that our Chairperson and Deputy Chairperson must have served as, or are qualified to serve as, a judge of the Supreme Court of any state, the High Court or the Federal Court. The Act also requires that our Ordinary Commissioners have the qualifications, experience or standing appropriate to help our agency perform its functions. Our commissioners are appointed by the Governor-in-Council for a maximum of five years, with the provision of a further five-year re-appointment as long as they do not hold that office for more than ten years in total. The Governor-in-Council may appoint an acting Chairperson or temporary part-time Commissioner during a period of absence or when there is a temporary vacancy in a role. Our Chairperson may appoint for a temporary period a sessional commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to our functions.

### Appointment criteria for the Chief Executive Officer

Our Chief Executive Officer is appointed by the Governor-in-Council for a maximum of five years with the option of renewal for a further five years, with no more than ten years in total. To qualify under the *Crime and Corruption Act 2001* for appointment as our Chief Executive Officer, the person must have qualifications, experience or standing appropriate to perform the functions of the Chief Executive Officer.

**Table 7:** Commission meetings from 1 July 2020 to 30 June 2021

Commissioner	Position	Meetings attended	
		Ordinary meetings	PCCC meetings <sup>1</sup>
Mr Alan MacSporran QC	Chairperson	9	3
Mr Sydney Williams QC	Deputy Chairperson	10	0
Mr Marshall Irwin <sup>2</sup>	Ordinary Commissioner	8	0
Professor Anne Tiernan <sup>3</sup>	Ordinary Commissioner	0	0
Ms Deborah Holliday QC	Ordinary Commissioner	8	0
Ms Helen Darch <sup>4</sup>	Ordinary Commissioner	2	0
Mr Bruce Barbour <sup>4</sup>	Ordinary Commissioner	2	0
<b>Ex officio members</b>			
Ms Jen O'Farrell	Chief Executive Officer	9	3
Mr Paul Alsbury	Senior Executive Officer (Corruption)	9	3
Ms Sharon Loder	Senior Executive Officer (Crime)	8	3
Dr Rebecca Denning	General Manager, Corporate Services	9	0
Ms Carolyn Bradley <sup>5</sup>	General Manager, Strategy, Innovation and Insights	2	0
Detective Chief Superintendent Darryl Johnson APM	General Manager, Operations Support	8	0
Mr Paxton Booth <sup>6</sup>	Acting Senior Executive Officer (Corruption)	1	0
Mr David Caughlin <sup>7</sup>	Acting General Manager, Corporate Services	1	0

Notes:

1. Due to the COVID-19 pandemic, the PCCC–CCC joint meetings were restricted to the Chairperson, Chief Executive Officer, Senior Executive Officer (Corruption) and Senior Executive Officer (Crime).
2. Mr Irwin's tenure as Ordinary Commissioner ended on 30 April 2021.
3. Professor Tiernan resigned as Ordinary Commissioner on 24 July 2020.
4. Mr Barbour and Ms Darch commenced their terms as Ordinary Commissioner on 14 May 2021.
5. Ms Bradley resigned from her position as General Manager Strategy, Innovations and Insights on 4 September 2020.
6. Mr Booth's attendance during the period 22 March and 2 April 2021 was in his capacity as Acting Senior Executive Officer (Corruption).
7. Mr Caughlin's attendance during the period 21 September to 5 October 2020 was in his capacity of Acting General Manager, Corporate Services.

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# Our Executive Leadership Team

**Our ELT supports our Commission by providing advice, leading discussions and making recommendations on strategic and operational matters critical to our performance. Our Chairperson is a member of our ELT.**

## Profile of our ELT

(as at 30 June 2021)

### **Ms Jen O'Farrell** **Chief Executive Officer**

LLB (Hons), BBus, BCom (admitted as a solicitor in 2008), GAICD, appointed on 24 August 2018

Responsible for the administration of the CCC, including managing the overall operations and resources. Ms O'Farrell also has direct oversight of the Strategy, Innovation and Insights division.

Ms O'Farrell has over 25 years' experience in the public and private sectors, having held senior positions in Housing, Emergency Services, Transport and Main Roads and as a lawyer with Corrs Chambers Westgarth.

### **Ms Sharon Loder** **Senior Executive Officer (Crime)**

LLB, BBus, LLM (admitted as a Barrister-at-law in 2000), GAICD, appointed on 3 July 2017

Responsible for the Crime division that works to combat and prevent major crime, including organised crime, paedophilia, terrorist activity, serious crime and recovery of the proceeds of crime.

Ms Loder has held senior and executive positions in law enforcement or integrity commissions, including the NSW Independent Commission Against Corruption, the Queensland Crime and Misconduct Commission and the Queensland Police Service.

### **Chief Superintendent Darryl Johnson APM** **General Manager, Operations Support**

BBus (HR), G. Cert Applied Management, GAICD, appointed on 5 May 2020

Responsible for the Operations Support division, including witness protection, technical surveillance, physical surveillance and forensic computing.

Mr Johnson is an accomplished police officer with the Queensland Police Service with over 38 years' service. Prior to commencing with the CCC, he led positive change in the Queensland Police Service involving the provision of policing services designed to mitigate the risk to vulnerable community members including domestic violence victims and perpetrators, those suffering from mental illness and those experiencing homelessness.

### **Mr Paul Alsbury** **Senior Executive Officer (Corruption)**

LLB, BBus, LLM (admitted as a Barrister-at-law in 2001), GAICD, appointed on 3 October 2017

Responsible for the Corruption division that works to raise the standard of conduct in the Queensland public sector and ensure that complaints about corruption are dealt with appropriately, including by investigating allegations of serious and systemic corruption.

Mr Alsbury is highly experienced in the Queensland public service, having served with the Office of the Director of Public Prosecutions, Transport and Main Roads, and the Queensland Police Service.

### **Dr Rebecca Denning** **General Manager, Corporate Services**

B. Criminology and Criminal Justice (Hons), PhD, GAICD, appointed on 26 July 2019

Responsible for the Corporate Services division that provides legal, risk and compliance, financial management, information communication and technology, human resources, communications, security, facilities and procurement services.

Dr Denning has extensive policy, research and management experience, having worked in State and Commonwealth agencies, predominantly related to the criminal justice sector.

*See page 74 for further details about the role of our ELT.*

# Our people

We employ a diverse mix of professionals including lawyers, accountants, investigators, researchers, intelligence analysts, and corporate support officers, and second a cohort of police officers from the Queensland Police Service. At the end of 2020–21, our workforce equated to 335 full-time equivalent (FTE) employees.<sup>1,2</sup> Compared with the end of 2019–20, our FTEs have decreased by 2.51.

## Employee profile

**Table 8:** Full-time equivalent employees by division

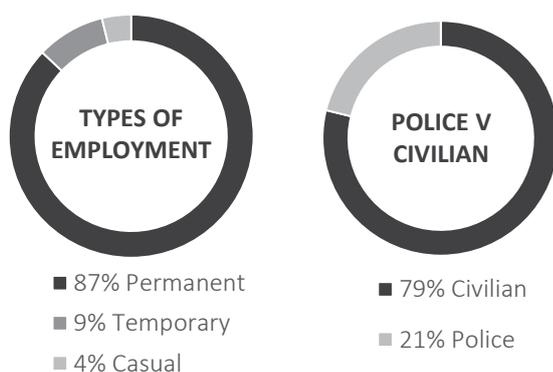
Division	FTE <sup>1,2</sup>
Corruption	95.92
Crime	65.65
Office of the Commission	9.50
Operations Support	76.05
Corporate Services	72.55
Strategy, Innovation and Insights	16.10
<b>Total</b>	<b>335.77</b>

**Notes:**

1. FTE refers to all permanent, temporary and casual employees (including Commissioners).
2. FTE figures in this section are as at 2 July 2021. This differs slightly to FTE figures in our audited Financial Statements (page 95), and key facts and figures (page 7) which reflect our average FTE in June 2021.

Of our civilian workforce, 84 per cent are employed on a permanent basis. This is comparable with the wider Queensland public service's reported figure of 82 per cent (as at March 2021).

**Figure 21:** Our employee breakdown



## Diversity and inclusion

We are committed to supporting equity and diversity. Information on our strategies can be found on pages 58 to 61 of this report.

**Table 9:** Our diversity profile

Diversity measure	Percentage of employees
Gender	
Women (civilian)	63.2%
Women (police)	22.1%
Women in SO positions	31.0%
Women in SES positions	44.0%
Women (total)	55.0%
Aboriginal and Torres Strait Islander background <sup>1,2,3</sup>	0.7%
Culturally or linguistically diverse background <sup>1,2,3</sup>	7.0%
Living with a disability <sup>1,2,3</sup>	1.7%
Generational groupings	
Traditionalists (1928–1944)	0.0%
Baby Boomers (1945–1964)	15.0%
Generation X (1965–1979)	48.0%
Generation Y (1980–1994)	33.0%
Generation Z (1995+)	4.0%

**Notes:**

1. Figures relate to all civilian employees and do not include seconded police officers because diversity statistics are not available.
2. Data is based on employees who have voluntarily disclosed this information to us.
3. In 2019–20 the data calculation methodology changed to include all employees (excluding police) in comparison to permanent employees only in previous years.

## Employee retention

Our permanent employee separation rate decreased in 2020–21 compared to 2019–20. It is likely that the COVID-19 pandemic had an impact on separation rates and may continue to impact next year.

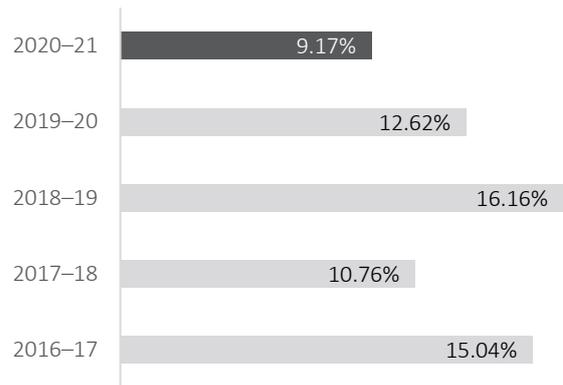
We are unable to compare this with the public service annual separations because the Public Service Commission provides figures based on separations from the public service as a whole and not on separations from individual public sector agencies. By contrast, we count as a separation any permanent employee leaving the agency, whether or not the person moves to another public sector agency.

Our long service rate is high, with 29 per cent of our permanent employees having ten or more years' service and a further 19 per cent of employees having five or more years' service.

## Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the period.

**Figure 22:** Employee separation rate



## Workplace health and safety

We maintain a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011*. In 2020–21, we had 14 reported workplace health and safety incidents and two WorkCover claims which were both related to travel between work and the employees' residence (see Figure 23). We also provided rehabilitation and return-to-work programs for employees where required.

**Figure 23:** Workplace incidents, WorkCover claims and rehabilitation and return-to-work programs



# Governance and oversight

**Our governance framework establishes the principles, behaviours and processes that guide our work. Good corporate governance not only supports good decision-making, it helps us identify ways to improve our business processes and internal culture.**

Our governance framework includes the following elements:

- Leadership — We communicate a shared vision for the future and our decisions are guided by our strategic objectives.
- Culture — We are a values-led agency and we work together to achieve results for the people of Queensland.
- Expectations — We set clear expectations for all our employees, supported by robust internal controls.
- Risk management — We actively manage risk and maximise opportunities for improvement.
- Service — We value our customers and use our resources to engage and innovate.
- Performance management — We are accountable for our performance, as individuals and as an agency.

## Governance Committees

### Executive Leadership Team (ELT)

Our ELT supports our Commission by providing advice, leading discussions and making recommendations on strategic and operational matters that are critical to our performance. Our ELT is responsible for:

- Strategic oversight — Understanding our operating environment, identifying strategic issues and steering the organisation towards achievement of strategic goals and objectives.
- Corporate leadership — Guiding strategic and operational activities, setting the tone for how things are done and driving good governance through oversight of our governance framework.
- Portfolio assessment — Setting priorities in alignment with our strategic goals and objectives, approval of investigations and projects (including resource allocation). This also includes assessing complaints categorised as 'High', in accordance with the Complaint Categorisation and Prioritisation Model.
- Portfolio review — Analysing business activity and optimising the focus of our investment by regular oversight of approved investigations and projects.

Membership of the ELT includes the Chairperson, Chief Executive Officer, Senior Executive Officer (Corruption), Senior Executive Officer (Crime), General Manager Operations Support and General Manager Corporate Services.

### Budget Management Committee

Our Budget Management Committee is a sub-committee of our Commission and assists our Commission in its responsibilities related to financial management by providing independence through its reporting structure but does not replace existing lines of authority or reporting. Our Budget Management Committee acts as a review body over the financial and budget process of our agency.

Membership of the Budget Management Committee includes the ELT and the Chief Financial Officer.

## Organisational Safety and Wellbeing Committee

Our Organisational Safety and Wellbeing Committee is responsible for meeting legislative requirements and provides a focal point for our employees' participation in our safety and wellbeing program. The Committee acts as a review body over the safety and wellbeing processes our agency by monitoring conditions to ensure our people's safety and wellbeing are safeguarded and promoting a cooperative with regards to relevant safety and wellbeing issues.

Membership of the Organisational Safety and Wellbeing Committee comprises of both management and employee representatives from all divisions. The three management representatives are the Chief Executive Officer (committee chair), the General Manager, Corporate Services and the Safety Adviser.

## Strategic Programs Board

Our Strategic Programs Board provides appropriate governance of our strategic programs, which ensures their direction, management, delivery and progress reporting is sufficient and appropriate.

Membership of the Strategic Programs Board includes the ELT and Director Strategy and Innovation. The Chief Finance Officer, Executive Director Information Services and other invitees attend meetings depending on the agenda.

## Audit and Risk Management Committee (ARMC)

Our ARMC provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of our agency. Our ARMC is a five-person committee consisting of our Chief Executive Officer (the Commission's nominee), two internal members and two external members, one of whom is the ARMC Chair (see Table 10). Our Chairperson is an ex officio member of the committee. Our Senior Internal Audit Manager and representatives from the Queensland Audit Office (QAO) have standing invitations to attend ARMC meetings.

Key achievements for 2020–21:

- Endorsed our annual Internal Audit Plan 2021–22, Strategic Internal Audit Plan 2021–26 and our Annual Financial Statements 2019–20
- Monitored the ongoing delivery of our Internal Audit Program 2020–21 and the progress of implementing internal audit and external review recommendations (see External Audit, page 77)
- Received and considered the QAO Interim Management Report 2020–21 and endorsed their Audit Plan 2020–21
- Noted updates to our agency risk management materials, and
- Received and considered reports from external reviews conducted on our Azure environment and firewall configuration.

Meetings were held on a quarterly basis.

**Table 10:** Membership and meetings of the ARMC

Name	Position	Meetings attended
Mr Mike Meintjes <sup>1</sup>	ARMC Chair (external)	4
Mr Bruce Barbour <sup>2</sup>	External member	3
Ms Jen O'Farrell	CCC Chief Executive Officer	4
Ms Sharon Loder	CCC Senior Executive Officer (Crime)	4
Mr David Caughlin	CCC Executive Director, Legal, Risk and Compliance	4
<b>Ex officio members</b>		
Mr Alan MacSporran QC	CCC Chairperson	3
<b>Invitees</b>		
Mr Brendan Clarke <sup>3</sup>	CCC Internal Auditor	2
Mr Richard Bosanquet <sup>3</sup>	CCC Senior Internal Audit Manager	2

Notes:

1. As an external member of the ARMC, Mr Meintjes was remunerated \$8,000 during 2020–21.
2. As an external member of the ARMC, Mr Barbour was remunerated \$3,750 during 2020–21. Mr Barbour was appointed to the Commission in the latter part of the 2020–21 financial year and subsequently resigned as an external member of the ARMC prior to the June 2021 meeting.
3. Mr Clarke resigned from his position as CCC Internal Auditor, effective 11 December 2020, with Mr Bosanquet commencing as CCC Senior Internal Audit Manager on 19 January 2021.

## Risk management

We recognise risk management is integral to good governance and effective management. Our Commission is responsible for setting our agency's Risk Appetite Statement and identifying and managing our strategic risks for 2020–21 (see page 19) in line with our Risk Management Framework.

In 2020–21, we enhanced our risk maturity in line with recommendations from the QAO's assessment of our Risk Management Framework in 2018–19 (see External Audit on page 77).

This year, we enhanced our risk management capabilities by transitioning the digital GRC solution we developed last financial year to our business-as-usual processes (see page 65).

We have several frameworks to assist us in making risk-informed decisions to support the strategic and operational work of the agency including our:

- Risk Management Framework (aligns to ISO 3100:2018)
- Fraud and Corruption Control Plan (aligns to AS 8001-2008), and
- Information Security Management Framework (aligns to QG IS18:2018 and ISO/IEC 27001).

In June 2021, an updated Fraud and Corruption Control Standard was released (AS 8001-2021). Next year, we will incorporate the amendments into our Fraud and Corruption Control Plan to ensure we remain aligned with the current standard.

## Responding to emerging opportunities and risks

As part of our annual strategic planning process, we consider the changing nature of our operating environment on the risk profile of our work. At the end of 2020–21, we considered emerging risks for the upcoming year, identifying opportunities to strengthen our capabilities by:

- promoting a safe and positive work environment to enable our people to have a healthy work life balance
- future proofing our workforce to empower our people to develop critical capabilities and live our values
- building a culture that respects, promotes and protects human rights to ensure our decisions and actions are compatible with human rights
- partnering with stakeholders to achieve outcomes we could not achieve alone
- investing wisely to ensure we are doing the right projects at the right time and growing a strong governance culture, and
- adapting our capabilities to modernise our systems and organisational agility to innovate and lead change.

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## Internal audit

Internal Audit is a statutory function established to provide an independent appraisal of internal control systems in place within our agency and extends to identifying deficiencies in our other operating systems and processes.

To ensure our internal audit function is effective, efficient and economical, we have implemented the use of standardised templates on each internal audit in conjunction with the quarterly status update reporting of various performance indicators to our ARMC.

Key achievements for 2020–21:

- Developed our Internal Audit Plan 2021–22 and Strategic Internal Audit Plan 2021–26 based on our strategic and operational risks and presented both plans to our ARMC and Chairperson.
- Successfully reprioritised and executed our Internal Audit Plan 2020–21 to ensure alignment with our key and emerging risks, providing reports to our ARMC and Chairperson.
- Completed eight internal audits: Vic Roads Agreement, Austrac Memorandum of Understanding (MOU), Personal Property Securities Register MOU, Employee Recruitment and Selection, Records Management System upgrade, Cyber security, Network Intrusion, and Accounts Payable and Procurement.
- Monitored and reported on the status of implementation of recommendations from internal audits and external reviews.
- Supported management by providing advice on governance and related issues including risk management.

## External audit

External audits and reviews add value to the public sector through recommendations to improve business operations.

The QAO audit our financial statements in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2020–21, we received an unqualified audit report.

### QAO Risk Management Audit 2018–19

In 2018–19, the QAO assessed our Risk Management Framework and made seven recommendations to improve our agency's risk maturity. Since then, we have been implementing our ARMC-endorsed Risk Management Action Plan and, this year, completed the final two actions in that plan.

### QAO Report 2: 2020–21 — Effectiveness of audit committees in state government entities

The QAO published this report in 2020–21 which was relevant to our agency. The audit examined the effectiveness of department and statutory body audit committees. The QAO addressed this by surveying 74 out of a total 92 audit committee chairs as to whether organisational leaders are engaged with the audit committee, if the audit committee understood its role, if the audit committee membership was right, if audit committee meetings added value, and if the audit committee was improving and evolving. The QAO's audit report provided a total of 11 actions for the sector to consider. This report was tabled and discussed at our ARMC meeting on 7 December 2020.

## External scrutiny

### Parliamentary Crime and Corruption Committee

The Parliamentary Crime and Corruption Committee (PCCC) is a bipartisan committee whose principal functions are to monitor and review the performance of our functions and our structure, reporting to the Queensland Parliament on relevant matters, and considering and giving bipartisan support to the appointment of our Commissioners and Chief Executive Officer.

In its monitoring and reviewing role, the PCCC also conducts specific inquiries in respect of matters pertaining to our agency. In monitoring our activities, the committee:

- receives and considers complaints against our agency
- reviews our guidelines and policies and may make suggestions for improvement of practices
- reviews our reports, including the annual report and research reports
- requests reports from us on matters which have come to the committee's attention, through the media or by other means, and
- deals with ad hoc issues concerning us.

In 2020–21, we met formally with the PCCC three times, in both public and private meetings, to discuss our current activities and performance.

In late 2019, the PCCC announced an *Inquiry into the CCC's performance of its functions to assess and report on complaints about corrupt conduct*, which they subsequently incorporated into their five-yearly review of our activities in May 2020.

In 2020–21, the PCCC received several submissions for the five-yearly review, including our submission which included 19 recommendations and held public hearings in March and May 2021. Their report on the review was tabled on 30 June 2021.

On 28 May 2021, the PCCC resolved to commence a public inquiry into our investigation of former councillors of the Logan City Council.

### Parliamentary Crime and Corruption Commissioner

The PCCC is assisted in its oversight process by the Parliamentary Crime and Corruption Commissioner, who investigates complaints against our agency or our employees. The Parliamentary Commissioner may independently initiate an investigation of a matter that involves, or may involve, the corrupt conduct of a commission officer. The Parliamentary Commissioner also conducts audits of our records and files.

In 2020–21, the Parliamentary Commissioner:

- inspected our records to determine compliance with legislation governing surveillance device warrants, retrieval warrants, emergency authorisations and controlled operations
- audited records related to the use of assumed identities
- inspected the telecommunications interception records, and
- reviewed intelligence data held by our agency.

Where issues were raised by the audits and inspections, we took appropriate action to address those issues. For information on audit reports, see Audits of our warrant records on page 80.

### Ministerial oversight

As required by section 260 of the *Crime and Corruption Act 2001*, we provide six-monthly reports on the efficiency, effectiveness, economy and timeliness of our systems and processes to the Minister. We also provide budget information to the Minister.

### Public Interest Monitor

The Public Interest Monitor must ensure we comply with the *Crime and Corruption Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009* (Qld). This includes examining our applications for covert search warrants and surveillance warrants.

### The courts

The courts, in particular the Supreme Court of Queensland, play a significant role in the use of our coercive powers, including applications for warrants, in the review of our decisions and in deciding contempt of court matters in relation to our hearings.

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### Crime Reference Committee

The Crime Reference Committee is a committee established under Part 2 of Chapter 6 of the *Crime and Corruption Act 2001* to oversee the general conduct of the performance of our functions in relation to major crime and specific intelligence operations. Our jurisdiction for major crime investigations and intelligence operations is enlivened by way of referrals or authorisations made or approved by the Committee.

The members of the Crime Reference Committee are:

- the CCC Chairperson — Chair of the committee
- the Commissioner of Police
- the Principal Commissioner, Queensland Family and Child Commission
- the CCC Senior Executive Officer (Crime), and
- two community representatives appointed by the Governor-in-Council upon the recommendation of the Minister.

Our Senior Executive Officer (Corruption) is also a member of the Committee, if it is considering whether to authorise an intelligence operation relating to suspected corruption.

### Controlled Operations Committee

The Controlled Operations Committee was established under the *Police Powers and Responsibilities Act 2000* to consider and make recommendations about applications for controlled operations to be undertaken by us or the Queensland Police Service.

Controlled operations are investigations of serious indictable offences, misconduct or organised crime that may involve authorised police officers and others engaging in activities that may be unlawful — for example, buying illicit drugs.

The committee comprises:

- the Commissioner of Police (or a nominee)
- the CCC Chairperson, and
- an independent member, who is the Chair.

In the case of any controlled operation by us that involves investigating a police officer, our Chairperson may approve the application without referring it to the committee but must first contact the independent member and obtain his agreement.

### Witness identity protection certificates issued

Section 21KG(1) of the *Evidence Act 1977* requires us to include information in our annual report about witness identity protection certificates given by our Chairperson and the Commissioner of Police in Queensland.

This year, 11 certificates were issued by the Commissioner of Police as a result of covert police officers being required to give evidence in criminal court proceedings.

Two witness identity protection certificates issued by the Commissioner of Police were cancelled as the officers were no longer required to provide evidence as a witness.

No certificates were issued by our Chairperson.

## Audits of our warrant records

The Commonwealth Ombudsman conducts inspections of our stored communications and telecommunications data records while Queensland's Parliamentary Crime and Corruption Commissioner inspects our telecommunications interception records.

The Parliamentary Commissioner continues to report favourably on our procedures regarding obtaining telecommunications interception warrants and managing telecommunications interception warrant information. In reports dated September 2020 and March 2021, the Parliamentary Commissioner noted that we were compliant with recordkeeping obligations under sections 14, 15 and 16 of the *Telecommunications Interception Act 2009* (Qld) and restricted records obligations under sections 18, 19 and 20 of the Act.

In October 2020, we notified the Minister for Home Affairs of a discrepancy in the number of reported telecommunications data authorisations in the 2019–20 annual report that we provided to the Minister under section 186 of the *Telecommunications (Interception and Access) Act 1979* (Cth).

In November 2020, the Commonwealth Ombudsman provided us with a report regarding the September 2020 inspection of our records in relation to telecommunications data for the period 1 July 2019 to 30 June 2020. We have adopted suggestions made by the Commonwealth Ombudsman regarding improved recordkeeping, updated authorisation templates to ensure all required information is provided and ongoing training for requesting and authorising officers.

The Commonwealth Ombudsman identified a systemic issue with a telecommunications provider which had provided law enforcement agencies, including the CCC, with telecommunications data which was outside the parameters of the authorisation. In response, we quarantined the identified data and collected details on its use and disclosure. We undertook a review of the current request and authorisation process and introduced a monthly internal inspection of telecommunications data authorisations to ensure compliance with our obligations.

In June 2021, the Commonwealth Ombudsman provided us with a report regarding our processes in investigations in which journalist information warrants may be required. The report found no instances in which a journalist information warrant was required but not obtained. As a result of the Ombudsman's recommendations, we have updated our templates and policies to ensure they follow best practice in relation to investigations in which journalist information warrant provisions may apply.

In July 2020, the Commonwealth Ombudsman conducted an inspection of our records in relation to stored communications for the period 1 July 2019 to 30 June 2020. We responded to the Commonwealth Ombudsman's suggestions outlined in their July report including reviewing and improving our processes and updating our forms to ensure sufficient information is provided. The Ombudsman welcomed the introduction of additional measures designed to ensure compliance with obligations under the *Telecommunications (Interception and Access) Act 1979* (Cth) and commended our agency on our strong compliance culture.

**Table 11:** Use of powers 2020–21<sup>1</sup>

Description	Crime		Corruption	Proceeds of crime
	Investigation	Intelligence		
Notices issued to attend hearing	269	0	57	N/A
Notices to produce	141	0	N/A	304
Search warrants	16	0	11	N/A
Notices to discover information	N/A	N/A	245	N/A

Note:

1. This table refers to notices and warrants authorised by our Chairperson or delegate.

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## Securing and managing our information

### Information Security attestation

Departments and other State bodies are required to submit an Information Security Annual Return which includes and attestation of their information security posture and compliance with the Queensland Government Enterprise Architecture Information Security Policy (IS18:2018). Our Information Security Management Framework and underlying security controls meet the requirements of IS18:2018.

During the mandatory annual information security reporting process, the Chief Executive Officer attested to the appropriateness of the information security risk management within the agency to the Queensland Government Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and the agency's information security risk position.

Additionally, we have also performed well in the subsequent Interdepartmental Information Security Management Systems audits.

### Managing our records

We are committed to responsible management of records in line with the requirements of the *Public Records Act 2002*, and the Queensland State Archives (QSA) Records Governance Policy and approved Retention and Disposal Schedules. Our General Recordkeeping policy details the roles and responsibilities for creating, managing and disposing of public records in line with the approved records retention and disposal schedule.

Our employees are advised of their recordkeeping responsibilities during our mandatory induction program, with training refreshed annually.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant and contemporary. There were no serious breaches of the agency's information security in 2020–21.

### Transitioning to digital recordkeeping

During the past year, we continued to evolve our recordkeeping systems, procedures and practices to support a digital workplace environment, in line with the Records Governance Policy released in June 2018. In 2020–21, in support of our aim to build a digital workplace and reduce reliance on paper-based processes, we continued the integration of eDRMS functionality into our operational processes. We have continued to embrace system enhancements and cooperative software to move towards a paper-lite workplace.

In addition, in response to the necessity to rapidly develop remote work environments and practices, Records Management worked with operational areas to develop digital processes to support operational requirements and remain compliant with necessary recordkeeping policies.

### Retention and disposal of records

We retain our records in accordance with retention and disposal schedules approved by Queensland State Archives.

In June 2018, Queensland State Archives issued a disposal freeze for all records which are relevant to, or may become relevant to, an allegation of child sexual abuse which was subsequently broadened to cover all vulnerable persons and all forms of abuse. In March 2020, this freeze was lifted in line with the release of a revised General Retention and Disposal Schedule and Guideline for creating and keeping records for the proactive protection of vulnerable persons. The CCC operational and corporate record holding are complex. We are working with Queensland State Archives to develop an approach that will ensure records relating to vulnerable persons are retained and can be implemented consistently with appropriate internal controls.

### Open Data

Our report regarding consultancies for the 2020–21 reporting year is published on the Open Data website at [www.data.gov.au](http://www.data.gov.au).

We were not required to publish a 2020–21 Overseas Travel Expenditure Report or 2020–21 Queensland Government Language Services Policy Report as there was no information to include in these reports.

We have also published information on our website regarding the remuneration of members of government bodies relevant to our agency.

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# About the Financial Statements

**The financial statements highlight our financial performance and overall position as at 30 June 2021.**

The financial statements consist of five parts:

- Statement of Comprehensive Income
- Statement of Financial Position
- Statement of Changes in Equity
- Statement of Cash Flows
- Notes to and forming part of the Financial Statements.

The financial statements are prepared by our finance area, reviewed by our Chief Executive Officer and ARMC and then audited by the QAO.

## Statement of Comprehensive Income

The Statement of Comprehensive Income measures an entity's financial performance over a specific period (usually 12 months). The Statement of Comprehensive Income comprises a profit and loss statement which compares revenues received against expenses incurred. Excess revenue over expenses results in an operating surplus, while excess expenses over revenue results in an operating deficit.

For the year ended 30 June 2021, our revenue exceeded expenditure by \$2.001 million, resulting in an operating surplus.

## Statement of Financial Position

The Statement of Financial Position provides a snapshot of the financial health of an entity at the end of the reporting period. It presents the value of the assets held, amounts owing (liabilities), and the equity (net worth) of the entity.

As at 30 June 2021, our equity was valued at \$24.131 million, increasing by \$2.341 million or 10.75 per cent and is due to a \$0.340 million equity injection from Government to fund the development of a new case management system and the \$2.001 million operating surplus for 2020–21.

## Assets

Assets are items of value controlled by an entity, from which future economic benefits are expected to flow to the entity. Assets are classed as 'current assets' or 'non-current assets'.

Current assets are those assets that can be readily converted into cash within the next 12 months. Our current assets include cash, trade debtors and other receivables, and pre-paid expenditure.

Non-current assets are those assets that are not easily converted into cash and that an entity does not expect to convert into cash within the next 12 months. At 30 June 2021, our non-current assets of \$10.612 million included the book value of leasehold improvements, motor vehicles, computer and other technical equipment, software (intangibles), and work in progress.

## Liabilities

Liabilities are the amounts owed by the entity. Similarly to assets, they are classed as 'current liabilities' and 'non-current liabilities'.

Current liabilities are amounts owing that an entity plans to pay within the next 12 months. Our current liabilities include amounts owed to suppliers (usually settled on 30-day terms), amounts owing for leave entitlements to be paid to the Annual Leave Central Scheme, provisions for expenditure incurred based on contractual obligations and expected to be settled within the next 12 months.

Non-current liabilities are those liabilities which an entity is not expected to pay within 12 months or which the entity has no legal requirement to settle within the next 12 months. Our non-current liabilities relate to the provision for costs to restore the leased premises to its original condition and deferred lease liabilities which have arisen due to recognising lease payments in accordance with the new leasing standard implemented on 1 July 2019 (See note 1(h), 9 and 10) over the term of the lease.

### **Net assets**

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of the CCC as at 30 June 2021.

### **Equity**

Equity is the net worth of the entity and is represented by total assets less total liabilities in the Statement of Financial Position. An entity's equity balance is made up of initial capital (contributions), accumulated surplus/deficit and reserves.

### **Statement of Changes in Equity**

The Statement of Changes in Equity details movements in the equity of an entity during the reporting period. The equity balance is affected by the operating result (surplus or deficit) for the period, equity injections or withdrawals, and asset revaluations.

### **Statement of Cash Flows**

This statement shows the actual movements of cash during the financial year. During the 2020–21 financial year, we received \$65.943 million in cash and paid out \$60.151 million in cash to manage our operating activities. In addition, \$1.640 million in cash was invested in capital acquisitions and financing received by way of an equity injection of \$0.340 million. Our cash balance at 30 June 2021 was \$15.564 million compared with \$11.385 million at 30 June 2020. The increase in cash of \$4.179 million is mainly due to current year operating surplus and the increase in payables due to the timing of creditor payments when compared with 30 June 2020.

### **Notes to and forming part of the Financial Statements**

The notes to the financial statements provide a more detailed breakup of line items presented in the financial statements. They also disclose other matters such as the CCC's accounting policies, budget reporting disclosures including explanations of major budget variances, outstanding commitments at the end of the reporting period and other financial disclosures including key executive management personnel and remuneration. The financial statements should be read in conjunction with these accompanying notes.

**CRIME AND CORRUPTION COMMISSION**  
**Financial Statements**  
**for the year ended 30 June 2021**

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**General information**

These financial statements cover the Crime and Corruption Commission (CCC), an independent statutory body established under the *Crime and Corruption Act 2001*, which reports directly to the Queensland Parliament.

For financial reporting purposes, the CCC is a statutory body in terms of the *Financial Accountability Act 2009*, and is subsequently consolidated into the whole-of-government financial statements.

The head office and principal place of business of the CCC is:  
Level 2, North Tower Green Square  
515 St Pauls Terrace  
Fortitude Valley QLD 4006

A description of the nature of the CCC's operations and its principal activities is included in the notes to the financial statements.

For information relating to the CCC's financial statements, please call 07 3360 6060, email <mailbox@ccc.qld.gov.au> or visit the CCC's website at <www.ccc.qld.gov.au>.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Comprehensive Income**  
**for the year ended 30 June 2021**

OPERATING RESULT	Notes	2021 Actual \$'000	2021 Original Budget \$'000	Budget Variance* \$'000	2020 Actual \$'000
<b>Income from Continuing Operations</b>					
Grants and other contributions	2	64,672	64,645	27	65,077
Interest		145	150	(5)	253
Other revenue		297	104	193	197
<b>Total Revenue</b>		<b>65,114</b>	<b>64,899</b>	<b>215</b>	<b>65,527</b>
Gains on disposal of property, plant and equipment		25	25	-	18
<b>Total Income from Continuing Operations</b>		<b>65,139</b>	<b>64,924</b>	<b>215</b>	<b>65,545</b>
<b>Expenses from Continuing Operations</b>					
Employee expenses	3	44,217	44,359	(142)	45,785
Supplies and services	5	15,190	16,484	(1,294)	15,833
Depreciation and amortisation	8-10	2,410	2,795	(385)	2,224
Finance costs		12	17	(5)	18
Other expenses	6	1,309	1,269	40	1,399
<b>Total Expenses from Continuing Operations</b>		<b>63,138</b>	<b>64,924</b>	<b>(1,786)</b>	<b>65,259</b>
<b>Operating Result from Continuing Operations</b>		<b>2,001</b>	<b>0</b>	<b>2,001</b>	<b>286</b>
<b>Total Comprehensive Income</b>		<b>2,001</b>	<b>0</b>	<b>2,001</b>	<b>286</b>

In July 2021, the CCC received support from the Queensland Treasury in deferring \$2 million of income received in 2020-21 to 2021-22 to progress the development of the Digital Workplace Program (DWP) initiatives. Accounting standard AASB 1058 *Income of Not-for-Profit Entities* does not allow for the transfer of the Grants and other contributions between years as CCC had control of the cash as at 30 June 2021.

*The accompanying notes form part of these statements.*

*\* An explanation of major variances is included at Note 19.*

**CRIME AND CORRUPTION COMMISSION**  
**Statements of Financial Position**  
**as at 30 June 2021**

	Notes	2021 Actual \$'000	2020 Actual \$'000
<b>Current Assets</b>			
Cash and cash equivalents	7	15,564	11,385
Receivables		879	791
Other assets		1,426	1,697
<b>Total Current Assets</b>		<b>17,869</b>	<b>13,873</b>
<b>Non-Current Assets</b>			
Intangible assets	8	3,477	2,926
Property, plant and equipment	9	6,422	7,457
Right-of-use assets	10	618	927
Other assets		95	125
<b>Total Non-Current Assets</b>		<b>10,612</b>	<b>11,435</b>
<b>Total Assets</b>		<b>28,481</b>	<b>25,308</b>
<b>Current Liabilities</b>			
Payables	11	2,189	1,107
Lease liabilities	10	316	302
Unearned revenue		-	3
Accrued employee benefits	12	1,293	1,252
<b>Total Current Liabilities</b>		<b>3,798</b>	<b>2,664</b>
<b>Non-Current Liabilities</b>			
Lease liabilities	10	330	646
Provisions	13	222	208
<b>Total Non-Current Liabilities</b>		<b>552</b>	<b>854</b>
<b>Total Liabilities</b>		<b>4,350</b>	<b>3,518</b>
<b>Net Assets</b>		<b>24,131</b>	<b>21,790</b>
<b>Equity</b>			
Contributed equity		16,168	15,828
Accumulated surplus		7,963	5,962
<b>Total Equity</b>		<b>24,131</b>	<b>21,790</b>

*The accompanying notes form part of these statements.*

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Changes in Equity**  
**for the year ended 30 June 2021**

	Accumulated Surplus \$'000	Contributed Equity \$'000	TOTAL \$'000
<b>Balance as at 1 July 2019</b>	<b>5,189</b>	<b>13,236</b>	<b>18,425</b>
Operating result from continuing operations	286	-	<b>286</b>
Adjustment to accumulated surplus <sup>1</sup>	487	-	<b>487</b>
<i>Transactions with Owners as Owners:</i>			
• Non appropriated equity injection <sup>2</sup>	-	2,592	<b>2,592</b>
<b>Balance as at 30 June 2020</b>	<b>5,962</b>	<b>15,828</b>	<b>21,790</b>

	Accumulated Surplus \$'000	Contributed Equity \$'000	TOTAL \$'000
<b>Balance as at 1 July 2020</b>	<b>5,962</b>	<b>15,828</b>	<b>21,790</b>
Operating result from continuing operations	2,001	-	<b>2,001</b>
<i>Transactions with Owners as Owners:</i>			
• Non appropriated equity injection <sup>2</sup>	-	340	<b>340</b>
<b>Balance as at 30 June 2021</b>	<b>7,963</b>	<b>16,168</b>	<b>24,131</b>

<sup>1</sup> The adjustment to accumulated surplus was a result of the introduction of accounting standard AASB 16 *Leases* in 2019-20 where deferred lease liability was derecognised.

<sup>2</sup> The CCC received a non-appropriated equity injection in 2019-20 and 2020-21 to fund the development of a new Integrated Case Management System (ICMS) and the Digital Workplace Program (DWP).

*The accompanying notes form part of these statements.*

**CRIME AND CORRUPTION COMMISSION**  
**Statements of Cash Flows**  
**for the year ended 30 June 2021**

	Notes	2021 Actual \$'000	2020 Actual \$'000
<b>Cash flows from operating activities</b>			
<i><b>Inflows</b></i>			
Grants and other contributions	2	63,563	63,924
Interest receipts		146	265
GST input tax credits from ATO		1,799	1,883
GST collected from customers		83	46
Other		352	74
<i><b>Outflows</b></i>			
Employee expenses		(43,313)	(47,225)
Supplies and services		(10,721)	(13,277)
Property rental		(4,168)	(4,062)
GST paid to suppliers		(1,703)	(1,953)
GST remitted to ATO		(85)	(41)
Other		(161)	(189)
<b>Net cash provided by/(used in) operating activities</b>	<b>14</b>	<b>5,792</b>	<b>(555)</b>
<b>Cash flows from investing activities</b>			
<i><b>Inflows</b></i>			
Sales of property, plant and equipment		480	323
<i><b>Outflows</b></i>			
Payments for Intangibles	8	(957)	(1,676)
Payments for property, plant and equipment	9	(1,163)	(1,070)
<b>Net cash provided by/(used in) investing activities</b>		<b>(1,640)</b>	<b>(2,423)</b>
<b>Cash flows from financing activities</b>			
<i><b>Inflows</b></i>			
Equity injection		340	2,592
<i><b>Outflow</b></i>			
Finance lease payments	10	(313)	(288)
<b>Net cash provided by/(used in) financing activities</b>		<b>27</b>	<b>2,304</b>
Net increase (decrease) in cash and cash equivalents		4,179	(674)
Cash and cash equivalents at beginning of period		11,385	12,059
<b>Cash and cash equivalents at end of period</b>	<b>7</b>	<b>15,564</b>	<b>11,385</b>

*The accompanying notes form part of these statements.*

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Objectives of the Crime and Corruption Commission**

- Note 1** Summary of Significant Accounting Policies
- Note 2** Grants and Other Contributions
- Note 3** Employee Expenses
- Note 4** The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions
- Note 5** Supplies and Services
- Note 6** Other Expenses
- Note 7** Cash and Cash Equivalents
- Note 8** Intangible Assets
- Note 9** Property, plant and equipment
- Note 10** Right-of-use assets and Lease liabilities
- Note 11** Payables
- Note 12** Accrued Employee Benefits
- Note 13** Provisions
- Note 14** Reconciliation of Operating Result to Net Cash Provided by Operating Activities
- Note 15** Commitments for Expenditure
- Note 16** Contingencies
- Note 17** Financial Instruments
- Note 18** Trust Transactions and Balances
- Note 19** Explanation of Major Variances

**Management Certificate for the year ended 30 June 2021**

## **Objectives of the Crime and Corruption Commission (CCC)**

The CCC is a not-for-profit entity that focuses on those matters that are of highest threat to the Queensland community with the aim of helping make our communities safer and ensuring that they are supported by fair and ethical public institutions. The CCC's key objectives are to combat major crime and reduce corruption in the Queensland public sector.

### **Note 1: Summary of Significant Accounting Policies**

**Significant accounting policies are in the notes to which they relate, except as follows:**

#### **(a) Statement of Compliance**

These financial statements are general purpose financial statements which have been prepared on an accrual basis, except for the Statement of Cash Flows which is prepared on a cash basis. They are prepared in accordance with:

- Section 39 of the *Financial and Performance Management Standard 2019*
- Applicable Australian Accounting Standards and Interpretations
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2020

Except where stated, the historical cost convention is used. This means that assets are recorded at their initial cost and liabilities are valued at the amount initially received in exchange for obligation.

There are no new accounting policies applied or changes in accounting policy in the year of 2020-21.

#### **(b) The Reporting Entity**

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the CCC. The CCC does not control any other entities.

#### **(c) Other Presentation Matters**

##### ***Currency and rounding***

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

##### ***Comparatives***

Comparative information has not been restated.

##### ***Current/Non-Current Classification***

Assets and liabilities are classified as either "current" or "non-current" in the Statement of Financial Position and associated notes.

Assets are classified as "current" where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as "current" when they are due to be settled within 12 months after the reporting date, or the CCC does not have an unconditional right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

#### **(d) Authorisation of Financial Statements for Issue**

The financial statements are authorised for issue by the Chief Finance Officer, Chief Executive Officer and Chairperson at the date of signing the Management Certificate.

**Note 1: Summary of Significant Accounting Policies (cont'd)**

**(e) Taxation**

The CCC is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

**(f) Receivables**

Receivables are measured at amortised cost which approximates their fair value and represent amounts owed to the CCC at the end of the reporting period. Any receivable impairment allowance reflects expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast recoverability. Where there is no reasonable expectation of recovering an amount owed the debt is written-off by directly reducing the receivable against the loss allowance.

Sundry debtors are recognised at the amounts due at the time of service delivery, that is, the agreed sale/contract price. Settlement of these amounts is required within 30 days from invoice date.

**(g) Accounting Estimates and Judgments**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgments that have the potential to cause a material adjustment to the carrying amount of assets and liabilities within the next period. Such estimates, judgments and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Intangible assets (Note 8)
- Property, plant and equipment (Note 9)
- Right-of-use asset and lease liabilities (Note 10)
- Provisions (Note 13)
- Commitments for Expenditure (Note 15)
- Contingencies (Note 16)

**(h) Future Impact of Accounting Standards Not Yet Effective**

At the date of authorisation of the financial statements, there are no new or amended accounting standards with future effective dates that are applicable and have a material impact on the CCC.

**(i) Impact of Corona Virus (COVID-19) Pandemic**

In response to COVID-19 impacts on businesses in the community, the CCC is paying its suppliers on zero day payment terms. The CCC also accelerated the remote working capability project to enable all staff to work remotely including the purchase of new information technology hardware and software. No other impacts are deemed to be material to the financial statements, therefore no additional disclosure on COVID-19 is required.

**(j) Post Balance Date Event**

Since 30 June 2021, the CCC has assessed the progress of the Integrated Case Management System as a result of contractual issues with the software supplier. The outcome of this assessment may result in a potential liability under the contractual agreement between the CCC and the third-party supplier. At reporting date, it is not possible to estimate the financial impact from this. The CCC management believe it would be misleading to estimate the final amounts at this point in time.

**Note 2: Grants and Other Contributions**

**Accounting Policy:**

**Government Grants** – Government grants are non-reciprocal in nature and are recognised as revenue in the year in which the CCC obtains control over them or the right to receive them.

**Other Contributions – Services Received Below Fair Value** – The CCC recognises contributions of services only if the services would have been purchased had they not been donated and their fair value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Grants</b>		
Queensland Government grant <sup>1</sup>	63,563	63,924
<b>Other Contributions – Services Received Below Fair Value</b>		
Archival storage services from Department of Communities, Housing and Digital Economy	128	127
Employee costs for police secondments from Queensland Police Service (QPS) <sup>2</sup>	981	1,026
	<u>1,109</u>	<u>1,153</u>
<b>Total</b>	<u><b>64,672</b></u>	<u><b>65,077</b></u>

<sup>1</sup> The CCC is funded by parliamentary appropriations for the provision of its outputs. These appropriations are received by the Department of Justice and Attorney-General (DJAG) and forwarded to the CCC on a quarterly basis in the form of a grant.

<sup>2</sup> As at 30 June 2021, 8 police FTEs were seconded to the CCC from the QPS and paid for by the QPS (2020: 9 police FTEs seconded).

**Note 3: Employee Expenses**

**Accounting Policy:**

**Wages, Salaries and Sick Leave** – Salaries and wages due but unpaid at reporting date are recognised as a liability in the Statement of Financial Position. As the CCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Also refer to Note 12.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees, and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

**Annual Leave** – The CCC became a member of the Queensland Government’s Annual Leave Central Scheme (ALCS) starting 1 July 2018. Under this scheme, a levy is made on the CCC to cover the cost of employees’ annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears. Also refer to Note 12.

**Long Service Leave** – Under the Queensland Government’s Long Service Leave Central Scheme, a levy is applied on the CCC to cover the cost of employees’ long service leave. Levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears. Also refer to Note 12.

No provision for long service leave is recognised in the CCC’s financial statements, the liability being held on a whole-of-government basis and reported in those financial statements, pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

**Superannuation** – Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government’s QSuper defined benefit plan as determined by the employee’s conditions of employment.

**Defined Contribution Plans** - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee’s service each pay period.

**Defined Benefit Plan** - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the CCC at the specified rate following completion of the employee’s service each pay period. The CCC’s obligations are limited to those contributions paid.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 3: Employee Expenses (cont'd)**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Employee Benefits</b>		
Wages and salaries <sup>1</sup>	34,134	35,363
Annual leave levy/expense	2,387	2,421
Long service leave levy/expense	855	889
Employer superannuation contributions	4,456	4,554
Other employee benefits	121	153
<b>Employee Related Expenses</b>		
Workers' compensation premium	301	299
Payroll tax	1,480	1,568
Other employee related expenses	483	538
<b>Total</b>	<b>44,217</b>	<b>45,785</b>

The number of employees including both full-time employees and part-time employees, measured on a full-time equivalent (FTE) basis is:

	<b>2021</b>	<b>2020</b>
Number of employees <sup>2</sup>	335	338

<sup>1</sup> Wages and salaries includes \$103,746 of \$1,250 one-off and on-costs, for 86 full-time equivalent QPS employees paid in July 2020 (20-21). Wages and salaries includes \$313,563 of \$1,250 one-off, pro-rata payments for 251 full-time equivalent employees paid in March 2020 (19-20).

<sup>2</sup> As at 30 June 2021 it includes 73 (2020: 75) police FTE positions seconded from the QPS and paid for by the CCC.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions**

**(a) The Commission**

The Commission is the governing body and comprises a full time Commissioner who is the Chairperson, one (1) part-time Commissioner who is the Deputy Chairperson, and three (3) part-time Ordinary Commissioners. The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions. The Chairperson has specific responsibilities relating to the proper performance of the CCC's functions.

**(b) Chief Executive Officer (CEO)**

The CEO is responsible for the efficient, effective and economic administration of the CCC. The CCC's financial functions are also delegated to the CEO. The CEO reports to the Commission.

**(c) Key Management Personnel**

The CCC's responsible Minister is identified as part of the CCC's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Attorney-General and Minister for Justice. Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Member's Remuneration Handbook. The CCC does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

The details for non-ministerial KMP reflect those CCC positions that had authority and responsibility for planning, directing and controlling activities of the CCC during 2020-21 and 2019-20. Further information about these positions can be found in the body of the Annual Report under the section relating to Governance and people.

**(d) Remuneration Expenses**

***Chairperson Remuneration***

The remuneration paid to the Chairperson is determined by the Governor-in-Council and is equivalent to the superannuable salary of a Supreme Court judge, other than the Chief Justice or the President of the Court of Appeal, as provided for under the *Judicial Remuneration Act 2007*.

The Chairperson's conditions of employment includes a jurisprudential allowance, an expense of office allowance, vehicle allowance, leave equivalent to the public service and a pension in accordance with the provisions of the *Crime and Corruption Act 2001*. The Chairperson is not eligible for a performance bonus.

***Chief Executive Officer (CEO) and Senior Executive Remuneration***

The remuneration paid to the CEO is determined by the Governor-in-Council; however, remuneration policy for both the CCC's CEO and senior executive personnel is based on rates set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*, and approved by the Minister.

For the 2020-21 year, in accordance with government policy, the remuneration for the CEO and senior executive personnel did not increase.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(d) Remuneration Expenses (cont'd)**

***Chief Executive Officer (CEO) and Senior Executive Remuneration (cont'd)***

Remuneration expenses for key management personnel comprise the following components:

- Short-term employee expenses which include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the senior executive position
  - non-monetary benefits — consisting of car parking benefits
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations
- Termination benefits are provided for within individual contracts of employment for senior executive personnel only. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for the termination
- The CEO and senior executive personnel contracts do not provide for performance bonuses.

The remuneration and other terms of employment for the senior executive personnel are specified in employment contracts.

***Part-time Ordinary Commissioners' Remuneration***

The remuneration paid to part-time Commissioners is determined by the Governor-in-Council and based on rates specified in the guidelines for Remuneration of Part-time Chairs and Members of Government Boards, Committees and Statutory Authorities: Remuneration Procedures. The remuneration amounts shown include superannuation.

<b>Name of Commissioner</b>	<b>Position</b>	<b>Date of term commencement</b>	<b>2021 \$'000</b>	<b>2020 \$'000</b>
Deborah Holliday	Ordinary Commissioner	Acting 11 November 2016 to 10 February 2017 10 March 2017 to current	48	47
Anne Tiernan	Ordinary Commissioner	Acting 11 November 2016 to 10 February 2017 10 March 2017 to 24 July 2020	5	46
Sydney Williams	Deputy Chairperson	1 November 2014 to current	47	46
Marshall Irwin	Ordinary Commissioner	1 March 2016 to 30 April 2021	38	73*
Helen Darch	Ordinary Commissioner	14 May 2021 to current	6	-
Bruce Barbour	Ordinary Commissioner	14 May 2021 to current	6	-
<b>Total</b>			<b>150</b>	<b>212</b>

\*Remuneration expenses include costs in relation to acting arrangements established during the year.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(d) Remuneration Expenses (cont'd)**

**1 July 2020 – 30 June 2021**

<b>Position</b>	<b>Contract classification and appointment authority</b>	<b>Monetary Expenses \$'000</b>	<b>Long-Term Employee Expenses \$'000</b>	<b>Post-Employment Expenses \$'000</b>	<b>Total Expenses \$'000</b>
Chairperson – 1 September 2015 to current	<i>Crime and Corruption Act 2001</i>	495	12	-	507
Chief Executive Officer – 24 August 2018 to current	CEO, <i>Crime and Corruption Act 2001</i>	302	7	38	347
Senior Executive Officer, Corruption – 3 October 2017 to current	SES4, <i>Crime and Corruption Act 2001</i>	239	6	28	273
Senior Executive Officer, Crime – 3 July 2017 to current*	SES4, <i>Crime and Corruption Act 2001</i>	248	6	28	282
General Manager, Corporate Services – 1 April 2019 to current	SES3, <i>Crime and Corruption Act 2001</i>	207	5	23	235
General Manager, Operations Support – 5 May 2020 to current	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	189	4	31	224
General Manager, Strategy Innovation and Insights – 1 April 2019 to 4 September 2020	SES3, <i>Crime and Corruption Act 2001</i>	42	1	3	46
<b>Total Remuneration</b>		<b>1,722</b>	<b>41</b>	<b>151</b>	<b>1,914</b>

\* Remuneration expenses include costs in relation to acting arrangements established during the year.

## CRIME AND CORRUPTION COMMISSION

### Notes to and forming part of the Financial Statements 2020-21

#### Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

##### (d) Remuneration Expenses (cont'd)

##### 1 July 2019 – 30 June 2020

Position	Contract classification and appointment authority	Monetary Expenses \$'000	Long-Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Total Expenses \$'000
Chairperson – 1 September 2015 to current	<i>Crime and Corruption Act 2001</i>	526	12	-	538
Chief Executive Officer – 24 August 2018 to current	CEO, <i>Crime and Corruption Act 2001</i>	304	7	35	346
Senior Executive Officer, Corruption – 3 October 2017 to current*	SES4, <i>Crime and Corruption Act 2001</i>	252	6	28	286
Senior Executive Officer, Crime – 3 July 2017 to current	SES4, <i>Crime and Corruption Act 2001</i>	239	6	27	272
General Manager, Corporate Services – 1 April 2019 to current	SES3, <i>Crime and Corruption Act 2001</i>	207	5	22	234
General Manager, Operations Support <sup>1</sup> – 22 January 2018 to 16 March 2020	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	141	3	23	167
Acting General Manager, Operations Support – 16 March 2020 to 4 May 2020	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	26	1	4	31
General Manager, Operations Support – 5 May 2020 to current	Chief Superintendent, <i>Crime and Corruption Act 2001</i>	28	1	5	34
General Manager, Strategy Innovation and Insights – 1 April 2019 to current	SES3, <i>Crime and Corruption Act 2001</i>	207	5	23	235
<b>Total Remuneration</b>		<b>1,930</b>	<b>46</b>	<b>167</b>	<b>2,143</b>

<sup>1</sup> The General Manager, Operations Support received a non-monetary motor vehicle benefit of \$5,133 during the period.

\* Remuneration expenses include costs in relation to acting arrangements established during the year.

**Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)**

**(e) Related Party Transactions**

***Transactions with people/entities related to KMP***

The CCC obtained related party declarations for each member of the Commission and key executive management personnel for the period 1 July 2020 to 30 June 2021. No related party transactions have been identified as per AASB 124 *Related Party Disclosures* from the declarations completed and searches performed.

***Transactions with other Queensland Government-controlled entities***

The CCC's primary ongoing sources of funding are from the Department of Justice and Attorney-General and are provided in cash by way of either revenue (Note 2) or equity injections (see Statement of Changes in Equity). The CCC has material transactions with other Queensland Government-controlled entities consistent with normal day-to-day business operations provided under standard terms and conditions, including the payment of worker's compensation and insurance premiums:

- Queensland Treasury Corporation – term deposit investments (Note 7)
- Queensland Police Service – employee secondments (Note 2 and 3)
- WorkCover Queensland – obligations for employee compensation insurance (Note 3)
- Department of Energy and Public works – motor vehicles lease (Note 5)
- Department of Communities, Housing and Digital Economy – property rentals and building maintenance, and archival storage services (Note 5 & Note 2)
- Corporate Administration Agency - financial and payroll systems and processing services under the 'Shared Services Provider' model (Note 5)
- Queensland Government Insurance Fund – general liability insurance including public and products liability (Note 6)
- Queensland Audit Office – financial statement audit services (Note 6)

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 5: Supplies and Services**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Property rentals <sup>1</sup>	4,168	4,062
Information technology (IT) hardware and software maintenance <sup>2</sup>	1,767	1,947
Software purchases <sup>2</sup>	368	498
Consultants and contractors <sup>2</sup>	2,587	3,584
Corporate service providers	350	310
Electricity	236	266
Furniture and equipment (non-asset)	517	675
Telecommunications and access costs	2,207	1,370
Legal costs	417	384
Building and equipment maintenance	442	450
Motor vehicle running costs	462	462
Operational expenses	481	299
Security	435	459
Travel	275	440
Other	478	627
<b>Total</b>	<b>15,190</b>	<b>15,833</b>

<sup>1</sup> Property rentals include lease expenses for Green Square accommodation, which is exempted from AASB 16 *Lease* as it is a non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework. Department of Communities, Housing and Digital Economy has substantive substitution rights over the assets used.

<sup>2</sup> In response to COVID-19 impacts the Commission accelerated the DWP remote working capability project to enable all staff to work remotely during 2019-20 (See Note 1).

**Note 6: Other Expenses**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
External audit fees <sup>1</sup>	65	65
Insurance Premiums <sup>2</sup>	30	32
Services received below fair value (see Note 2)	1,109	1,153
Losses – On disposal of property, plant and equipment	39	118
Losses – General	30	-
Sundry expenses	36	31
<b>Total</b>	<b>1,309</b>	<b>1,399</b>

<sup>1</sup> Estimate of fees payable to Queensland Audit Office relating to the 2020–21 financial statements is \$64,500 (2020 fee: \$64,500).

<sup>2</sup> The CCC's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. Insurance claims are subject to a \$10,000 deductible per claim.

**Note 7: Cash and Cash Equivalents**

**Accounting Policy:**

**Cash and Cash Equivalents** – Cash and cash equivalents include all cash and cheques receipted but not banked at 30 June. Term deposits are held with major banking institutions and/or Queensland Treasury Corporation and represent liquid investments with short periods to maturity that are readily convertible to cash on hand at the CCC’s option and that are subject to a low risk of changes in value.

	2021 \$'000	2020 \$'000
Imprest accounts	8	7
Cash at bank	221	1,661
Term deposits	15,335	9,717
<b>Total</b>	<b>15,564</b>	<b>11,385</b>

**Note 8: Intangible Assets**

**Accounting Policy:**

**Recognition** – Intangible assets of the CCC comprise purchased software and internally developed software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

**Measurement** – There is no active market for any of the CCC’s intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and impairment losses (if any).

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below.

**Amortisation Expense** – All intangible assets of the CCC have finite useful lives and are amortised on a straight-line basis over their estimated useful life. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible’s useful life. The residual value of all the CCC’s intangible assets is zero. Each class of intangible asset has the following useful lives:

*Intangible Assets:*

Software purchased	12 years
Software internally generated	5 years

**Impairment** – All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the CCC determines the asset’s recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 8: Intangible Assets (cont'd)**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Software purchased		
At cost	693	888
Less: Accumulated amortisation	(642)	(815)
	<u>51</u>	<u>73</u>
Software internally generated <sup>1</sup>		
At cost	1,370	-
Less: Accumulated amortisation	(219)	-
	<u>1,151</u>	
Work in Progress <sup>2</sup>		
At cost	2,275	2,853
<b>Total</b>	<b><u>3,477</u></b>	<b><u>2,926</u></b>

<sup>1</sup> The CCC's software internally generated comprises of various computer applications under the Digital Workplace Program (DWP) as well as the data warehousing infrastructure.

<sup>2</sup> A new Integrated Case Management System (ICMS) is currently being developed.

**Intangibles Reconciliation**

	Software Purchased		Software Internally Generated		Software Work in Progress		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Carrying amount at 1 July	73	107	-	-	2,853	1,175	2,926	1,282
Acquisitions	-	-	412	-	545	1,678	957	1,678
Disposals	-	-	-	-	(126)	-	(126)	-
Transfers between classes	17	-	958	-	(997)	-	(22)	-
Amortisation <sup>1</sup>	(39)	(34)	(219)	-	-	-	(258)	(34)
<b>Carrying amount at 30 June</b>	<b>51</b>	<b>73</b>	<b>1,151</b>	<b>-</b>	<b>2,275</b>	<b>2,853</b>	<b>3,477</b>	<b>2,926</b>

<sup>1</sup> Amortisation of intangibles is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive income.

**Note 9: Property, Plant and Equipment**

**Accounting Policy:**

**Recognition** – All property, plant and equipment are initially recognised and subsequently measured at cost. Cost comprises purchase price plus additional expenditure incurred to maintain the asset in the condition necessary to be used as intended.

Items of property, plant and equipment (PPE) are recognised in the Statement of Financial Position where their initial acquisition costs equal or exceed \$5,000. Items with a lesser value are expensed in the year of acquisition.

**Measurement** – The CCC uses the historical cost model to measure assets after they are recognised, which means that assets are carried at their acquisition cost less accumulated depreciation and any accumulated impairment losses. The carrying amounts for plant and equipment measured at cost approximate their fair value at reporting date.

**Depreciation Expense** – Property, plant and equipment is depreciated on a straight-line basis to allocate the net cost of each asset, less any estimated residual value, progressively over its estimated useful life to the CCC. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the CCC.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity, that is, when the asset is available for use and is operating in the manner intended by management. These assets are then reclassified to the relevant asset class.

Each class of depreciable and intangible assets is depreciated or amortised based on the following useful lives.

**Plant and Equipment:**

Motor Vehicles	2–5 years
Computer Equipment	3–8 years
General and Technical Equipment	3–15 years
Leasehold Improvements	6–18 years

The useful lives of plant and equipment assets were reviewed during the reporting period and adjusted where necessary.

**Impairment** – Impairment of non-current physical and intangible assets is the decline in the service potential of an asset over and above the use reflected through depreciation.

All non-current physical assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the CCC determines the assets recoverable amount. Any amount by which the asset’s carrying amount exceeds the recoverable amount is recorded as an impairment loss. An impairment loss is recognised immediately in the Statement of Comprehensive Income.

As part of the stocktake process, impairment was assessed over all CCC assets. The result of this review was that no asset was impaired.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 9: Property, Plant and Equipment (cont'd)**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Motor vehicles:		
At cost	1,827	1,753
Less: Accumulated depreciation	(501)	(464)
	<u>1,326</u>	<u>1,289</u>
Computer equipment:		
At cost	3,741	3,671
Less: Accumulated depreciation	(2,476)	(2,049)
	<u>1,265</u>	<u>1,622</u>
General and technical equipment:		
At cost	2,252	2,191
Less: Accumulated depreciation	(1,465)	(1,191)
	<u>787</u>	<u>1,000</u>
Leasehold improvements:		
At cost	15,179	15,149
Less: Accumulated depreciation	(12,206)	(11,603)
	<u>2,973</u>	<u>3,546</u>
Work in Progress		
At cost	71	-
<b>Total</b>	<b><u>6,422</u></b>	<b><u>7,457</u></b>

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 9: Property, plant and equipment (cont'd)**

**Property, Plant and Equipment Reconciliation**

	Motor vehicles		Computer equipment		General and technical equipment		Leasehold improvements		Work in progress		Total	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Carrying amount at 1 July	1,289	1,273	1,622	1,897	1,000	1,036	3,546	4,135	-	272	7,457	8,613
Acquisitions	771	683	259	155	46	178	16	84	71	-	1,163	1,100
Disposals <sup>1</sup>	(391)	(342)	-	-	-	(8)	-	(31)	-	-	(391)	(381)
Transfers between classes	-	-	-	151	22	121	-	-	-	(272)	22	-
Restoration cost adjustment	-	-	-	-	-	-	13	6	-	-	13	6
Depreciation <sup>2</sup>	(343)	(325)	(616)	(581)	(281)	(327)	(602)	(648)	-	-	(1,842)	(1,881)
<b>Carrying amount at 30 June</b>	<b>1,326</b>	<b>1,289</b>	<b>1,265</b>	<b>1,622</b>	<b>787</b>	<b>1,000</b>	<b>2,973</b>	<b>3,546</b>	<b>71</b>	<b>-</b>	<b>6,422</b>	<b>7,457</b>

<sup>1</sup> Any gain or loss on disposal is recognised at the date of disposal and is the difference between the consideration received and the carrying/book value of the asset at the time.

<sup>2</sup> Depreciation is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive Income.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2020-21**

**Note 10: Right-of-use Assets and lease liabilities**

**Accounting Policy:**

A new accounting standard AASB 16 *Leases* came into effect in 2019-20, resulting in significant changes to the CCC's accounting for leases for which it is lessee.

The CCC has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets, where it is expected to cost less than \$10,000 when new.

When measuring the lease liability, the CCC uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the CCC's leases. To determine the incremental borrowing rate, the CCC uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

<b>Right-of-use assets</b>	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Opening balance 1 July	927	1,236
Less: Accumulated depreciation	(309)	(309)
<b>Total</b>	<b>618</b>	<b>927</b>
<b>Lease Liability</b>	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Finance lease liability <sup>1</sup>	316	302
<b>Total</b>	<b>316</b>	<b>302</b>
<b>Non-Current</b>		
Finance lease liability <sup>1</sup>	330	646
<b>Total</b>	<b>330</b>	<b>646</b>

<sup>1</sup> The CCC entered into a three year office accommodation lease on 1 April 2017 to 30 Jun 2020. On 9 December 2019, a lease agreement for the same property was signed through to 30 June 2023. As at 1 July 2019, the CCC recognised \$1.236m lease liability and Right-of-Use (RoU) asset under AASB 16.

**Maturity analysis**

The following table shows the undiscounted value for CCC lease liabilities

	Payable in							
	< 1 year		1–5 years		> 5 years		Total	
	2021	2020	2021	2020	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Lease liability</b>	<b>323</b>	<b>313</b>	<b>332</b>	<b>655</b>	-	-	<b>655</b>	<b>968</b>

**Note 11: Payables**

**Accounting Policy:**

**Payables** – The CCC recognises creditors upon receipt of the goods or services and are measured at the agreed purchase price or contract price including any trade and other discounts when goods and services ordered are received. Amounts owing are unsecured and are generally settled on 30-day terms. While these are generally settled on 30-day terms, due to COVID-19 the CCC is currently paying its suppliers on zero-day payments terms (see Note 1(i)).

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Contractual Payables</b>		
Creditors	1,990	886
Queensland Police Service <sup>1</sup>	(2)	(85)
	<b>1,988</b>	<b>801</b>
<b>Statutory Payables</b>		
Payroll Tax	163	187
Superannuation	-	84
Fringe Benefits Tax	38	35
	<b>201</b>	<b>306</b>
<b>Total</b>	<b>2,189</b>	<b>1,107</b>

<sup>1</sup> Reimbursement of staff salaries and related on-costs for police seconded to the CCC. The CCC received a credit note in June 2020 for a QPS funded police position and a credit issued in June 2021 for police overtime.

**Note 12: Accrued Employee Benefits**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Wages outstanding*	408	419
Annual leave levy payable*	724	669
Long service leave levy payable*	161	164
<b>Total</b>	<b>1,293</b>	<b>1,252</b>

\* Refer Note 3 for employee expenses accounting policy

**Note 13: Provisions**

**Accounting Policy:**

**Recognition and Measurement** – Provisions are recorded when the CCC has a present obligation, either legal or constructive, as a result of a past event, and the amount of the provision can be reliably measured. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period.

The provision for restoration costs relate to clauses in lease agreements for office accommodation which require the CCC to restore a leased premises to original condition. As the settlement of the obligation is expected after 12 or more months, the provision has been discounted to reflect the present value of these obligations using a rate that reflects current market assessments and risks specific to the liability. The finance costs relate to unwinding of the discount on the provision.

	2021 \$'000	2020 \$'000
Restoration costs	222	208
<b>Total</b>	<b>222</b>	<b>208</b>

	2021 \$'000	2020 \$'000
<b>Movements in provisions</b>		
<b>Restoration Costs</b>		
Balance at 1 July	208	256
Additional provision made	13	6
Provision utilised through payments / derecognition	-	(56)
Finance Costs	1	2
<b>Balance at 30 June</b>	<b>222</b>	<b>208</b>

## CRIME AND CORRUPTION COMMISSION

### Notes to and forming part of the Financial Statements 2020-21

#### Note 14: Reconciliation of Operating Result to Net Cash Provided by Operating Activities

	2021 \$'000	2020 \$'000
Operating result from continuing operations	2,001	286
Depreciation and amortisation expense	2,410	2,224
Losses on disposal of property, plant and equipment	39	118
Gains on disposal of property, plant and equipment	(25)	(18)
Other Revenue	-	(88)
Finance costs	12	18
<b>Change in asset and liabilities:</b>		
(Increase)/decrease in other receivables	55	(23)
(Increase)/decrease in GST input tax receivable	96	(70)
(Increase)/decrease in long service leave reimbursement receivable	17	95
(Increase)/decrease in annual leave reimbursement receivable	(253)	199
(Increase)/decrease in interest receivable	1	12
(Increase)/decrease in prepayments	301	(595)
Increase/(decrease) in accounts payable	1,082	(2,289)
Increase/(decrease) in accrued employee benefits	41	(361)
Increase/(decrease) in GST payable	4	(5)
Increase/(decrease) in unearned revenue	(3)	(10)
Increase/(decrease) in provisions	14	(48)
<b>Net Cash Provided by operating activities</b>	<b>5,792</b>	<b>(555)</b>

#### Note 15: Commitments for Expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the statement of financial position. Commitments at reporting date are disclosed at their nominal value inclusive of anticipated GST and are payable as follows:

	Property Rentals <sup>1</sup>		Vehicle Leases		Capital Expenditure		Other Expenditure		Total Commitments	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Not later than one year	3,453	4,166	63	97	896	796	2,159	1,417	6,571	6,476
Later than one year and not later than five years	14,886	31,113	53	53	-	44	1,024	969	15,963	32,179
Later than five years	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>18,339</b>	<b>35,279</b>	<b>116</b>	<b>150</b>	<b>896</b>	<b>840</b>	<b>3,183</b>	<b>2,386</b>	<b>22,534</b>	<b>38,655</b>

<sup>1</sup> Property rentals for office accommodation are non-cancellable and have a renewal option that is exercisable at market prices. Lease payments are generally fixed, and no lease arrangements create restrictions on other financing transactions.

## CRIME AND CORRUPTION COMMISSION

### Notes to and forming part of the Financial Statements 2020-21

#### Note 16: Contingencies

**Accounting Policy:**

**Recognition** – Contingent assets and liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

#### Litigation in progress

As at 30 June 2021, 29 cases (2020: 20 cases) were ongoing before various courts, naming the CCC as either an applicant or respondent:

	2021 Number of Cases	2020 Number of Cases
Court of Appeal/High Court	3	2
Supreme Court	7	1
Magistrates Court	1	-
Queensland Civil and Administrative Tribunal (QCAT)	18	17
<b>Total</b>	<b>29</b>	<b>20</b>

It is not possible to make a reliable estimate of the final costs, if any, that could be recovered or payable from these cases at this time

#### Note 17: Financial Instruments

**Accounting Policy:**

**Recognition** –

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the CCC becomes party to the contractual provisions of the financial instrument.

**Classification and Measurement** – Financial instruments are classified and measured as follows:

**Financial Assets:**

Cash and cash equivalents – held at fair value through profit and loss

Contractual Receivables – held at amortised cost

**Financial Liabilities:**

Contractual Payables – held at amortised cost

Lease Liabilities – held at amortised cost

**Note 17: Financial Instruments (cont'd)**

**(a) Categorisation of Financial Instruments**

The CCC has the following categories of financial assets and financial liabilities:

	Note	2021 \$'000	2020 \$'000
<b>Financial assets</b>			
Cash and cash equivalents	7	15,564	11,385
Contractual receivables		610	430
<b>Total</b>		<b>16,174</b>	<b>11,815</b>
<b>Financial liabilities</b>			
Contractual payables	11	1,988	801
Lease liabilities	10	646	948
<b>Total</b>		<b>2,634</b>	<b>1,749</b>

**(b) Financial Risk Management**

The CCC's activities expose it to a variety of financial risks — interest rate risk, credit risk, liquidity risk and market risk. The CCC provides written principles for overall risk management as well as policies covering specific areas. These policies focus on the financial performance of the CCC. All financial risk is managed by the Corporate Services Division under policies approved by the Commission.

***Credit Risk Exposure***

Credit risk exposure refers to the situation where the CCC may incur financial loss as a result of another party to a financial instrument failing to discharge its obligation. The CCC monitors exposure to credit risk on an ongoing basis.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment. The CCC manages credit risk by ensuring that it invests in secure assets and monitors all funds owed on a regular basis. The following table represents the CCC's maximum exposure to credit risk based on contractual amounts net of any allowances:

<b>Category:</b>	<b>Maximum Exposure to Credit Risk</b>	Note	2021 \$'000	2020 \$'000
<b>Financial Assets</b>				
Contractual receivables			610	430
<b>Total</b>			<b>610</b>	<b>430</b>

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired.

The CCC did not have any financial assets that were past due but not impaired in the current or previous period.

**Note 17: Financial Instruments (cont'd)**

**(b) Financial Risk Management (cont'd)**

**Liquidity Risk**

Liquidity risk refers to the situation where the CCC may encounter difficulty in meeting obligations associated with these financial liabilities that are settled by delivering cash or another financial asset.

The CCC manages liquidity risk by ensuring the CCC has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that sufficient levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities. The following table sets out the liquidity risk of financial liabilities held by the CCC.

		Payable in							
Note		< 1 year		1–5 years		> 5 years		Total	
		2021	2020	2021	2020	2021	2020	2021	2020
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial liabilities</b>									
Contractual Payables	11	1,988	801	-	-	-	-	1,988	801
Lease liabilities	10	316	302	330	646	-	-	646	948
<b>Total</b>		<b>2,304</b>	<b>1,103</b>	<b>330</b>	<b>646</b>	<b>-</b>	<b>-</b>	<b>2,634</b>	<b>1,749</b>

**Market Risk**

Market risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

The CCC does not trade in foreign currency. It manages price risk and interest rate risk through its liquidity management strategy and by ensuring that expenditure is within funding levels.

Exposure to interest rate risk is limited to cash assets bearing variable interest rates. The CCC minimises risk by investing in secure short-term investments, mainly fixed term deposits, in accordance with Part 6 of the *Statutory Bodies Financial Arrangements Act 1982*.

**(c) Fair Value**

The fair value of receivables and payables is the transaction cost or the face value. The CCC considers that the carrying amount of receivables and payables represent fair value at the balance date because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

**Note 18: Trust Transactions and Balances**

**Operational Activities**

The CCC undertakes certain trustee transactions on behalf of individuals as a result of operational activities. As the CCC acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed separately under this note.

At 30 June 2021, the CCC held \$423,290 (2020: \$103,344) in a trust bank account as a result of operational activities.

**Note 19: Explanation of Major Variances**

**Explanation of Major Variances – Statement of Comprehensive Income**

<i>Other revenue:</i>	The increase of \$193,000 is due to the sale of IT equipment.
<i>Supplies and services:</i>	The decrease of \$1,294,000 is mainly due to timing adjustments in relation to the new commissioning of the ICMS and DWP partially offset by higher levels of expenditure in repairs and maintenance and other supplies and services.
<i>Depreciation and amortisation:</i>	The decrease of \$385,000 is due to timing differences in the purchase and/or commissioning of intangible assets and property, plant and equipment
<i>Total Comprehensive Income</i>	This is increase of \$2 million is due to timing adjustment to project activities required to complete the transformation of the ICMS and DWP due to factors beyond the control of the CCC including COVID-19, these project activities have been deferred to 2021-22.

**CRIME AND CORRUPTION COMMISSION**  
**Management Certificate for the year ended 30 June 2020**

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements in relation to the establishment and keeping of accounts and for establishing and maintaining the statutory body's resource management systems have been complied with in all material respects; and
- (b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Crime and Corruption Commission for the financial year ended 30 June 2021 and of the financial position of the Commission at the end of that year; and

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.



Alan MacSporran QC  
Chairperson  
Crime and Corruption Commission

Date: 16 August 2021



Jen O'Farrell  
Chief Executive Officer  
Crime and Corruption Commission

Date: 16 August 2021



Paul Bracegirdle  
Chief Finance Officer  
Crime and Corruption Commission

Date: 16 August 2021

## INDEPENDENT AUDITOR'S REPORT

To the Chairperson of the Crime and Corruption Commission

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of the Crime and Corruption Commission.

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2021, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2021, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Responsibilities of the entity for the financial report

The Commission is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Commission determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Commission is also responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the entity's internal controls, but allows me to express an opinion on compliance with prescribed requirements.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the entity.
- Conclude on the appropriateness of the entity's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Commission regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

## Report on other legal and regulatory requirements

### Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2021:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

### Prescribed requirements scope

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



John Welsh  
as delegate of the Auditor-General

18 August 2021

Queensland Audit Office  
Brisbane

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# Appendices

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# APPENDIX A Glossary of terms

ARMC	Audit and Risk Management Committee	JAMC	Joint Assessment and Moderation Committee
ARRs	<i>Annual report requirements for Queensland Government agencies</i>	MDMA	3,4-methylenedioxymethamphetamine (ecstasy)
CCC	Crime and Corruption Commission	MOU	Memorandum of Understanding
CEO	Chief Executive Officer	MPM	Matter Prioritisation Model
CMS	Case management system (Nexus)	NAIDOC	National Aborigines and Islanders Day Observance Committee
CPD	Continual professional development	NSW	New South Wales
DWP	Digital Workplace Program	PAICE	People, Accountability, Integrity, Courage, Excellence (the CCC values)
ELT	Executive Leadership Team	PCCC	Parliamentary Crime and Corruption Committee
FAA	<i>Financial Accountability Act 2009</i>	PDA	Performance and Development Agreement
FPMS	<i>Financial and Performance Management Standard 2019</i>	QAO	Queensland Audit Office
FTE	Full-time equivalent	QLD	Queensland
GRC	digital Governance, Risk and Compliance system	QPS	Queensland Police Service
ICP	Investigation Consultation Process	RAP	Reconciliation Action Plan
ICT	Information and communication technologies	VCG	Values and Culture Group
IPWEA	Institute of Public Works Engineering Australasia Queensland		
IT	Information technology		

# APPENDIX B Compliance checklist

	Summary of requirement	Basis for requirement	Annual report reference
<b>Letter of compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	4
<b>Accessibility</b>	Table of contents	ARRs – section 9.1	3
	Glossary		120
	Public availability	ARRs – section 9.2	2, 4
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	4
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	2
	Information Licensing	<i>QGEA – Information Licensing</i> ARRs – section 9.5	2
<b>General information</b>	Introductory Information	ARRs – section 10	6, 8, 12-21, 23, 26
<b>Non-financial performance</b>	Government’s objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	18, 20, 33, 50-51
	Agency objectives and performance indicators	ARRs – section 11.2	18-21, 23, 27-67
	Agency service areas and service standards	ARRs – section 11.3	19, 22
<b>Financial performance</b>	Summary of financial performance	ARRs – section 12.1	24-25
<b>Governance – management and structure</b>	Organisational structure	ARRs – section 13.1	9, 69-71
	Executive management	ARRs – section 13.2	69-71, 74-75
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	78-79, 81
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	59
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	59
	Queensland public service values	ARRs – section 13.6	N/A
<b>Governance – risk management and accountability</b>	Risk management	ARRs – section 14.1	75-76
	Audit committee	ARRs – section 14.2	75, 77
	Internal audit	ARRs – section 14.3	77
	External scrutiny	ARRs – section 14.4	77-80
	Information systems and recordkeeping	ARRs – section 14.5	81
	Information Security attestation	ARRs – section 14.6	81
<b>Governance – human resources</b>	Strategic workforce planning and performance	ARRs – section 15.1	55-63, 72-73
	Early retirement, redundancy and retrenchment	<i>Directive No. 04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	73
<b>Open Data</b>	Statement advising publication of information	ARRs – section 16	81
	Consultancies	ARRs – section 33.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	Overseas travel	ARRs – section 33.2	N/A
	Queensland Language Services Policy	ARRs – section 33.3	N/A
<b>Financial Statements</b>	Certification of Financial Statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	115
	Independent Auditor’s Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	116-118



## Crime and Corruption Commission

QUEENSLAND

### Contact details

✉ Crime and Corruption Commission  
GPO Box 3123, Brisbane QLD 4001

📍 Level 2, North Tower Green Square  
515 St Pauls Terrace,  
Fortitude Valley QLD 4006

☎ 07 3360 6060 or  
Toll-free 1800 061 611  
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📞 07 3360 6333

### More information

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📧 CCC email updates  
[www.ccc.qld.gov.au/subscribe](http://www.ccc.qld.gov.au/subscribe)