



Crime and Corruption Commission
QUEENSLAND

ANNUAL REPORT

2023-24



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



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.

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Letter of compliance

30 August 2024

The Honourable Yvette D'Ath MP

Attorney-General and Minister for Justice,
and Minister for the Prevention of Domestic
and Family Violence

1 William Street Brisbane Qld 4000

Dear Attorney-General

I am pleased to submit for presentation to the Parliament the Annual Report 2023–24 and financial statements for the Crime and Corruption Commission for the reporting period 1 July 2023 to 30 June 2024.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* (Qld) and the *Financial and Performance Management Standard 2019* (Qld), 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 114 of this annual report.

Yours sincerely



Bruce Barbour

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 *Strategic Plan 2023–27*, *Operational Plan 2023–24*, and *Service Delivery Statement 2023–24*. 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.

In accordance with the *Human Rights Act 2019*, the CCC has given proper consideration to human rights in the drafting of the 2023–24 Annual Report, including identifying human rights that may be affected. The CCC considers that the decision to publish the information within the Annual Report is compatible with human rights pursuant to section 13 of the *Human Rights Act 2019*.

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 or in hard copy upon request. Our website also hosts detailed information about our agency, including our *Strategic Plan 2023–27*, 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 online through the Queensland Government Open Data portal, www.data.qld.gov.au.

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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Message from the Chairperson

On 1 July 2023 the Commissioners and I set a new strategic direction for the Crime and Corruption Commission (CCC), articulated in our *Strategic plan 2023–27*. I am pleased to present our *Annual Report 2023–24*, which sets out how we have performed during this first year of our four-year plan.

Our *Strategic plan 2023–27* demonstrates that we view our work as a crime and corruption commission through very different lenses. Our four strategic objectives show exactly what and how we will deliver to the people of Queensland, and how we want to be understood and valued by our stakeholders, peers and, most of all, the people of Queensland.

Our ambition is to be **an effective and efficient organisation** fighting crime and corruption. Our partners and communities must be able to have confidence in us. Although we have been entrusted with wide powers, we are responsible and judicious in how we exercise them, and are **accountable and transparent** in every aspect of our performance. We need to be sure that our people have the right skills and **capabilities** to carry out sensitive and sometimes difficult tasks, and know that they are **safe and supported** to do so. We are committed to **continuous improvement** of our capabilities and our service delivery.

As an enforcement and regulatory organisation, the CCC faces some **strategic risks**. They include legislation that may no longer be able to keep pace with criminal opportunism, particularly when it is able to exploit rapid improvements in technology. The reliability of intelligence and evidence tendered as proof of criminal or corrupt activity is increasingly being called into question because of emerging technologies. Most of all, we cannot take risks with our defences against cybersecurity breaches, given the sensitivity of the data we hold.

As you read through this year's annual report, you will see how we are dealing strategically with these risks. The Commission is aware of public concerns about the reach and impact of serious and organised crime in our communities. It knows the loss of confidence in public institutions that can result from serious or systemic public sector corruption. These very real concerns mean that the CCC cannot be complacent about the systems, resources and capabilities that we have.

As a small agency, we must target the matters where we can have greatest impact, forging and maintaining strong partnerships to achieve outcomes that we could not deliver by ourselves.

The achievements of our Crime Division exemplify this. In August 2023 the CCC joined with five other state and national agencies in a crime operation that led to the seizure of illicit smoking products valued at millions of dollars, as well as a significant amount of cash. Operations such as this demonstrate that intelligence gathering and sharing has never been more important, or effective partnerships more critical in the fight against crime. To ensure this, the Senior Executive Officer (Crime) and other senior officers of the Crime Division represent the CCC on state and national law enforcement and intelligence committees.

As you will see in the report, much of our work this year has been directed to the interrelated matters of traffic in high-value illicit commodities such as drugs, and concealment of criminal assets facilitated by cryptocurrency and money laundering. Since November 2023, our participation in National Taskforce Kubera, an Australia-New Zealand money laundering working group, makes us part of a group that supports the development and coordination of operational capabilities and strategies for addressing money laundering networks and the seizure of criminal assets.

I am pleased to say that our work in the proceeds of crime space has been particularly effective this year. We obtained forfeiture orders of \$10.5 million and restraint orders over a further \$8.4 million. None the less, our review of Queensland's *Criminal Proceeds Confiscation Act 2002* identified that significant reform is necessary if our legislation is to have the disruptive impact on criminal activity that it was intended to have. Our findings are currently before government for consideration, and I look forward to the Government's response to our recommendations.

Our long-established law enforcement partnership with the Queensland Police Service has seen significant outcomes for the people of Queensland again this year. Our use of coercive hearings powers in support of QPS investigations has achieved results in matters related to homicides, serious violent crimes, and crimes against vulnerable people, including very young children. Overall, we held 136 hearing days and examined 113 witnesses.

This year has seen **significant developments and changes in the Corruption Division**. The essential work of complaints management and investigation has of course been ongoing, even while we have been introducing improved systems of service delivery and capability building that are showing excellent results.

This year we received 5,025 complaints, comprised of some 13,917 allegations, of suspected corrupt conduct in the Queensland public sector. This is a 28 per cent increase on the previous year, and has been a contributing factor to a decrease in the timeliness of our assessments. We finalised 46 **corruption investigations**, resulting in one person being charged with nine criminal offences, and two recommendations for disciplinary action. We also made 47 **corruption prevention recommendations**. We provided information to agencies to support their ongoing management of risk in relation to recruitment, procurement, gifts and benefits, and information management.

Our newly established corruption prevention and engagement function both consolidates and expands our skillset in intelligence gathering and analysis, research and data collection, with a greater focus on engagement and partnership with the public sector. In preparation for the local government elections in March, the CCC partnered with the Electoral Commission of Queensland and the Office of the Independent Assessor to engage with candidates about the need to campaign with integrity. With a new, fully resourced prevention function in place, I am very pleased that the CCC will be able to undertake more initiatives such as this, working in partnership to assist specific sectors understand corruption risks and resistance strategies.

I also look forward to the resolution of some ongoing matters of vital importance to the CCC. The first of these is the question of the CCC's ability to report publicly on corruption investigations. This arose out of *Carne v Crime and Corruption Commission* [2022] QCA 141 and the subsequent High Court decision that curtailed this very important function of any anti-corruption agency. With the handing down of the report and recommendations of the Holmes Review in May 2024, we are currently awaiting legislative amendments that will clarify the ability or limitations to publish on corruption investigations.

The other issue is the establishment of a police integrity unit for Queensland, to be situated within the CCC, as recommended by the Independent Commission of Inquiry into Queensland Police Service responses to domestic and family violence. Both these issues are before the government for consideration, and I hope for resolution of these early in the new financial year 2024–25.

Two years ago, in August 2022, the Commission of Inquiry relating to the Crime and Corruption Commission (*Fitzgerald/Wilson Inquiry*) made 32 recommendations relating to the investigative and charging powers of the CCC, the role of seconded police officers for our corruption jurisdiction and our ongoing role in preventing corruption. As at 30 June 2024, the CCC has completed 11 recommendations in full and made material progress on 19 recommendations. The two remaining either require legislative amendments (which are therefore dependent on government), relate to future reporting requirements or are not the responsibility of the CCC.

As we close out the 2023–24 financial year, I can say that our operational outcomes, our strategic approach to preventing crime and corruption and our strong partnerships have made a significant contribution to Queensland this year.

Finally, I want to thank all our staff for their professionalism and untiring efforts in service of the Queensland community.

Bruce Barbour
Chairperson

Message from the Chief Executive Officer

Our aim is to be the most effective and efficient crime and corruption commission that we can be. This year, we have invested considerable resources and energy into the systems and safeguards that enable effective performance, ensure stakeholder confidence and maximise the impact of our work.

Our operating environment

The CCC's operating environment is complex by nature of its breadth of legislative obligations, its oversight of a broad public sector, and its interactions with multiple law enforcement and integrity partners. This is overlaid with its requirements to understand, investigate and, wherever possible mitigate the impact of, crime and corruption on the Queensland community.

As well as those specific challenges, the CCC, like any other contemporary organisation, is profoundly impacted by the expansion of technologies and digital information, the need for strong cybersecurity defences, and the need to respond to changing social expectations and labour market dynamics.

Staffing and the workforce

The CCC is in many ways a unique and sometimes challenging workplace, so the capabilities, professional satisfaction and well-being of our staff are essential considerations for all CCC leaders, managers and supervisors. As at 30 June 2024, our workforce comprised 341 full-time equivalents (FTE) across a broad range of specialist and professional disciplines. This year we made significant investments in our people, and I am pleased to report that we are seeing excellent results and an increase in employee satisfaction.

With Australia facing widespread talent shortages and difficulties in staff retention, the CCC has firmly committed to ensuring that the people who work here have a positive experience from the very start of their engagement with us. We refreshed our workforce strategy, taking a renewed approach to talent attraction, recruitment, selection and onboarding processes. By the end of June 2024, I am pleased to say that we have increased our onboarding satisfaction metrics across all measures.

In line with this, our range of online learning modules has been expanded and redesigned to support all staff, in particular new starters, to better understand their role, responsibilities and ways of working at the CCC. The modules reinforce the importance of accountability, governance and decision-making as part of the essential professional awareness that all CCC staff are expected to have.

Professional development and learning is an area of heavy investment for the CCC. We substantially increased our expenditure on training and development, including professional memberships and study assistance, from \$309,000 to over \$550,000. Among the areas of focus for this investment have been capabilities identified as critical to our success, particularly emerging areas of expertise. These include cryptocurrency, procurement fraud, public interest disclosures and human rights, to ensure that our staff are expanding and refining their knowledge of increasingly sophisticated challenges in law enforcement, corruption investigation and financial crime.

Digital and Data & Analytics Strategies

The CCC views data literacy, data-driven decision making, and innovative analytics as key to our own success and to delivering value to our stakeholders and partners.

Like our Workforce Strategy, we refreshed our Digital and Data & Analytics Strategies. Our intention is to maximise our digital investments to improve our efficiency and effectiveness, and create high-value datasets to support our strategic priorities.

This financial year we progressed simpler and smarter digital solutions, across all CCC divisions.

We undertook work to streamline and enhance our digital Governance Risk and Compliance system (dGRC), first launched in 2020, and developed or progressed several business intelligence dashboards. These bring together multiple datasets and enable us to make better informed decisions and streamline reporting. Two of these were specifically related to our corruption function – our complaints-related Intake and Assessment dashboard and our Investigation Monitoring dashboard which allows us to more effectively track the progress of matters devolved to public sector agencies to investigate.

These last two dashboards are only part of our data and analytics capability uplift for the Corruption Division, which currently has a number of significant projects and initiatives under way. It also includes a data and insights plan, an enhanced corruption allegations data dashboard, and the creation of a proof of concept to enable the exchange of corruption outcomes data with other public sector agencies. All of this work is directed to making the CCC Queensland's trusted agency for data and insights about corruption risk and prevention.

Further support for our crime and corruption functions will come from two other digital solutions. The CCC is investing in a comprehensive, fit-for-purpose case management system to support investigators and improve the efficiency and quality of our crime operations and corruption investigations. A new digital Legal Practice Management System (LPMS) will enable our legal staff to streamline or automate processes where possible, with implementation scheduled to be completed in 2024.

Looking ahead

As this year's annual report will show, over the last 12 months we have effected great change and renewal right across the CCC. The results that we have delivered in this first year of our new four-year strategic plan are a solid foundation for the future.

I would like to thank our staff who continue to work with unwavering commitment and dedication to the purpose of the CCC.

Jen O'Farrell

Chief Executive Officer (CEO)

Our vision, purpose and values

Our vision

Safe communities supported by fair and ethical public institutions.

Our purpose

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

Our values

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.

Who we are

The origins of the Crime and Corruption Commission date back to July 1989 when the Queensland Government was presented 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 Report* 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:

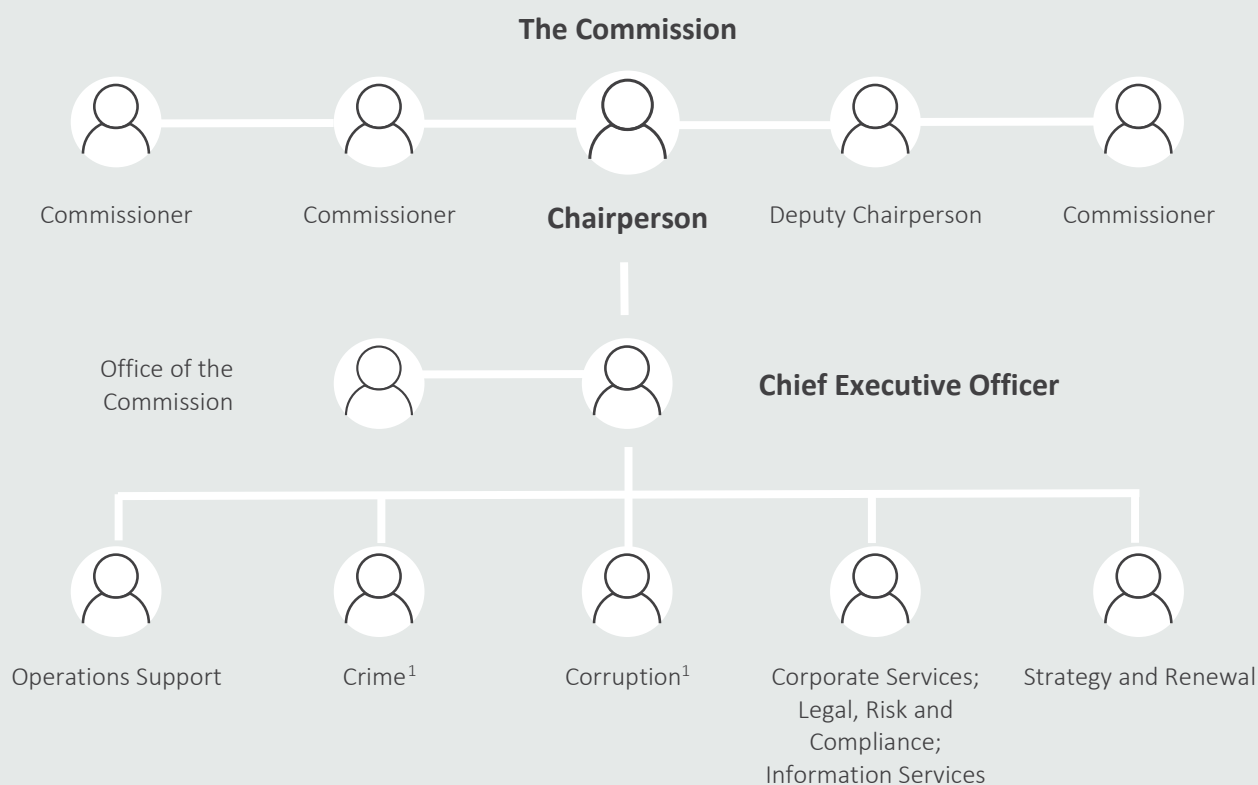
- investigating serious and organised crime
- receiving, assessing and investigating complaints of corruption within the Queensland public sector
- developing strategies to prevent major crime and corruption, and
- undertaking intelligence activities and conducting research on crime, corruption, policing and other relevant matters.

The *Crime and Corruption Act 2001* (Qld) 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* (Qld)
- *Police Powers and Responsibilities Act 2000* (Qld)
- *Telecommunications Interception Act 2009* (Qld) (TI Act)
- *Telecommunications (Interception and Access) Act 1979* (Cth) (TIA Act), and
- *Witness Protection Act 2000* (Qld).

For more information about our governance and people, see pages 57-70.

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 investigates serious and organised crimes, undertakes intelligence operations into the suspected criminal activities of criminal organisations and their participants, and takes action to confiscate the suspected proceeds of serious crimes.

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; Legal, Risk and Compliance; and Information Services divisions support our operational functions through providing high quality services, including legal services, research, governance, financial management, human resource management, corporate communications, business systems support, security, information and communication technologies, facilities and procurement services.

Strategy and Renewal division undertakes data analysis, coordinates the development and implementation of our strategies, planning and performance management and drives innovation by turning insights into action, building critical capabilities, and implementing transformational change.

The **Office of the Commission** supports the work of the Commission, Chairperson and CEO. The Internal Audit function also resides within the Office of the Commission.

A breakdown of our employees by division is provided on page 61.

¹ The SEO Crime and SEO Corruption are responsible to the Chairperson on operational matters.

Our stakeholders and partners

In 2023–24 we continued to work closely with individuals and organisations that affect (or could be affected by) our activities, products, services and performance. This included collaborating with national and state law enforcement and anti-corruption agencies in combating major crime and corruption by participating in joint investigations, sharing intelligence products and operational resources, and using our coercive powers in support of other agencies' investigations.

Our stakeholders in Queensland

Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence

Office of the Director of Public Prosecutions (ODPP)

Office of the Independent Assessor

Office of the Information Commissioner

Parliamentary Crime and Corruption Commissioner

Parliamentary Crime and Corruption Committee (PCCC)

Public Interest Monitor

Queensland Audit Office (QAO)

Queensland Family and Child Commission

Queensland Ombudsman and Inspector of Detention Services

Queensland Police Service (QPS)

Queensland public

Queensland units of public administration (UPAs)

Other national and state stakeholders

Commonwealth

Australian Criminal Intelligence Commission (ACIC)

Australian Federal Police (AFP)

Australian Taxation Office (ATO)

Australian Transaction Reports and Analysis Centre (AUSTRAC)

Home Affairs (including Australian Border Force)

National Anti-Corruption Commission (NACC)

Australian Capital Territory

Australian Capital Territory Integrity Commission

New South Wales

Independent Commission Against Corruption (New South Wales ICAC)

Law Enforcement Conduct Commission

New South Wales Crime Commission

New South Wales Police Force

Northern Territory

Northern Territory Police Force

Office of the Independent Commissioner Against Corruption (NT ICAC)

South Australia

Independent Commissioner Against Corruption (SA ICAC)

Office for Public Integrity

South Australia Police

Tasmania

Integrity Commission

Tasmania Police

Victoria

Independent Broad-based Anti-corruption Commission (IBAC)

Victoria Police

Western Australia

Corruption and Crime Commission (WA CCC)

Western Australian Police Force

For more information on our internal and external oversight bodies, see pages 64–69.

How we work

Combating major crime

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

We undertake 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.

Our interdisciplinary teams and 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 by securing otherwise unobtainable evidence and intelligence.

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

Investigating corruption

We investigate reports of corrupt conduct affecting Queensland public sector agencies (also referred to as Units of Public Administration [UPAs]²). This corrupt conduct can come in many forms but involves a public sector employee or official using their position, information, funds or property for personal gain.

The complaints that we receive (including notifications from a UPA) are the principal starting point for most of our investigations and they can be a significant indicator of emerging corruption risks and issues across the public sector. During an investigation, we may discover patterns of behaviour, out-of-date policies or ineffective legislation and can undertake prevention activities to raise standards of integrity by implementing change and educating the public sector.

We cannot investigate every matter ourselves. Our legislation mandates that we focus on the most serious and systemic issues of corruption and so, in line with our legislation, we refer a significant body of complaints to other agencies for their action, using various mechanisms to monitor and give feedback on their management of complaints. By doing so, we ensure agencies' accountability for both the integrity of their investigations and their outcomes, to increase public confidence in the workings of the public sector.

Each stage of the complaints process — intake and assessment, referral, monitoring, investigation and outcome — also provides us with valuable insights about conduct, attitudes and corruption risks within Queensland's public sector. Strategic intelligence, research and data analysis enable us to determine where we need to focus our own resources, expertise and use of special powers, and how we can best support agencies to deal with their own integrity challenges.

2 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/agencies' to cover this broad and diverse jurisdiction, which includes Queensland State Government departments, statutory bodies, the QPS, local governments, government-owned corporations, universities, prisons, courts, tribunals and elected officials.

Preventing crime and corruption

The CCC takes a proactive approach to reducing the incidence of major crime and corruption within the Queensland community. We work collaboratively with our key stakeholders by sharing information and building capability for identifying and preventing major crime and corruption.

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

We work to prevent major crime by gathering critical intelligence and information about the methods and systems that criminal organisations and their participants use. This information increases our capability to respond to threats and opportunities posed by high-risk crime groups and enables resource allocation based on assessed level of threat and harm. We also share this information with our law enforcement partners. We work to remove the financial benefit from criminal activity which also prevents reinvestment of these profits into ongoing criminal activities.

Prevention is a key tool in reducing corruption, and a fundamental focus of the CCC. We take a proactive and data-led approach to preventing corruption and strengthening integrity across the public sector. As part of the Corruption Strategy, we have reviewed our corruption prevention and engagement function to ensure our services are informed by data and insights, and are responsive to the needs of our stakeholders.

Our corruption prevention work encourages a commitment to ethical behaviour raising integrity and transparency across the public sector. The lessons from our assessments, monitoring, investigations and intelligence gathering are shared through advisory materials, campaigns and presentations to UPA's executives and staff on areas of high corruption risk. Our goal is to empower leaders, managers and supervisors at all levels to identify and correct risk behaviours before they escalate to actual corruption.

Our powers

Coercive powers

Under the *Crime and Corruption Act 2001*, the CCC can hold hearings to aid our investigations. Our legislation enables us to compel witnesses to attend and answer questions, even if the answer is self-incriminating.

We use our coercive hearing powers to compel people or agencies to produce records or other items.

These powers also allow us to obtain new information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of organised crime involvement in criminal activity. These powers are used both 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.

We use coercive hearing powers not only for our own investigations, but also in joint investigations when police request assistance with serious crime investigations that cannot be advanced using traditional policing powers.

Power to conduct a public inquiry

When we identify serious or 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 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 decide disciplinary action. The QPS officers seconded to our agency retain their police powers (under the *Police Powers and Responsibilities Act 2000*). 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. The charging of offences arising from a corruption investigation is only done after first receiving advice from the Office of the Director of Public Prosecution (ODPP) supporting that action.

Where charges are laid, the prosecution will be conducted by a QPS prosecutor or the ODPP, 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, or commence a corrupt conduct prosecution ourselves in the Queensland Civil and Administrative Tribunal.

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Key facts and figures for 2023–24

\$75.6 million annual budget

341 full-time equivalent employees / **366** people employed

136 days of hearings with **113** witnesses examined relating to major crime and intelligence investigations

199 law enforcement crime intelligence disclosures

19 confiscation matters concluded with **\$10.514 million** proceeds of crime forfeited to the State of Queensland

5,139 complaints of suspected corruption assessed

1 person charged with **9** criminal offences relating to corruption investigations

2 recommendations for disciplinary action relating to **1** person following corruption investigations

47 corruption prevention recommendations made

Strategic Plan 2023–27

The CCC Strategic Plan is the cornerstone document that guides the strategic direction of the CCC alongside our functional and enabling strategies. These strategies are reviewed annually with a comprehensive review undertaken every four years. Operational and Divisional business plans identify the initiatives which will be delivered in the fiscal year.

OBJECTIVE: *Efficient and Effective*

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

Our key strategies are to:

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

OBJECTIVE: *Safe and Capable*

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

Our key strategies are to:

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

OBJECTIVE: ***Accessible, Accountable and Collaborative***

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

Our key strategies are to:

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

OBJECTIVE: ***Continuous Improvement***

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

Our key strategies are to:

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

As part of our strategic direction we continue to ensure we meet key deliverables that are the foundation of the work we do.

The key deliverables in 2023–24 are:

- Investigating and shaping effective responses to serious and organised crime through the use of our hearing powers; working with and sharing intelligence with the Queensland Police Service and other law enforcement partners and confiscating criminal profits.
- Investigating complaints which involve conduct which is serious, systemic or of strategic risk to trust and confidence in public institutions in Queensland.
- Implementing the recommendations from the Commission of Inquiry relating to the Crime and Corruption Commission Report.
- Ensuring effective communication and timely dissemination of information to promote a culture of transparency, accountability and confidence.
- Developing critical organisational capabilities including digital, analytics, intelligence and workforce.

Measuring our performance

We evaluate our performance towards the objectives in our *Strategic Plan 2023–27* through the achievements of our key deliverables under these objectives.

A snapshot of our performance towards these measures is provided on pages 21–24.

Our strategic risks 2023–24

Cyber, Data and IT Security

The rise of technology, reflecting digitisation and the increasing value of data, causes cybersecurity risks that may result in data breaches that disrupt our operations and put people's safety at risk.

New Digital Technologies

New forms of digital technologies may bring into question the reliability of intelligence, establishing proof and evidence of crime.

Talent

Talent shortages, a gap in workforce skills, the changing nature of the workforce and challenges associated with a small-scale agency delivering specialist capabilities have the potential to impede our strategy execution.

Change

The size and complexity of the CCC transformation program and our ability to adapt to change may lead to delivery risks and reduce the benefits delivered.

Regulation

Legislation that fails to keep pace with our dynamic operating environment and changing regulatory scrutiny may require changes to our operating model to maintain effective and efficient service delivery.

Public Confidence

Accountability and transparency are critical to the performance of the CCC. Failure to communicate effectively may undermine public confidence.

Economy

Economic instability, anticipated financial implications of a transformational change program, and increasing digital investment may constrain performance.

Performance information

Our Service Delivery Standards: Crime Fighting and Anti-Corruption

As part of the Queensland Government’s budget process, the CCC reports its non-financial performance in the Department of Justice and Attorney-General Service Delivery Statement.

Service area objective: Protect Queenslanders from major crime and corruption

Figure 1: Percentage of targeted criminal organisation participants subject to an intelligence outcome as a result of CCC intelligence operations¹



Figure 2: Percentage of hearings that add value to a referred crime investigation²

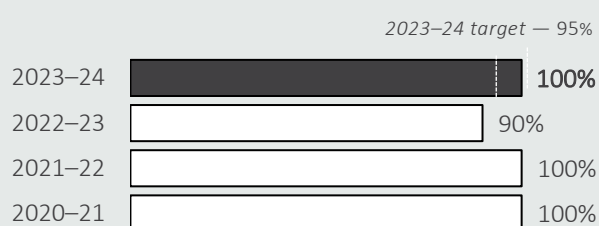


Figure 3: Percentage of corruption investigations resulting in significant outcomes

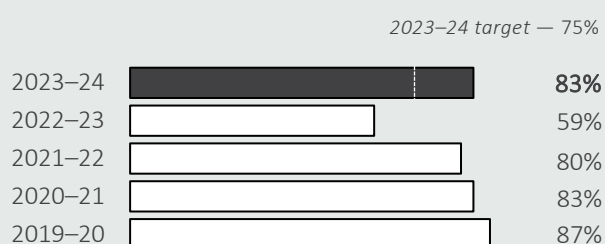


Figure 4: Corruption investigation clearance rate; finalised/commenced³



Figure 5: Average days to finalise a referred crime investigation⁴



Figure 6: Average cost per witness appearance for referred crime investigation⁵

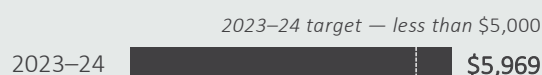
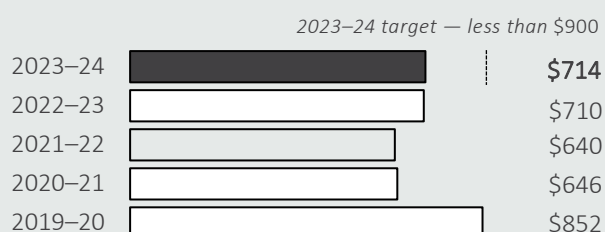


Figure 7: Average cost per assessment of corrupt conduct/police misconduct complaints



Notes:

- The wording of this measure has changed for 2023-24 and was previously worded ‘Percentage of targeted criminal organisation participants disrupted as a result of CCC intelligence operations’. The wording has been amended to reflect law enforcement interventions that prevent, deter or obstruct criminal activity.
- The wording of this measure has been changed for the 2023-24 Service Delivery Statement and was previously worded ‘Percentage of coercive hearings that add value to referred crime investigations’. The word ‘coercive’ was removed to ensure consistency within the CCC legislative framework.
- First year of reporting for this new measure. This measure positively exceeded the 2023-24 target due to an unusually high number of investigations concerning serious or systemic corruption which commenced in quarter 1 2023-24 and were then finalised within the 12-month period.
- First year of reporting for this new measure.
- First year of reporting for this new measure, the measure was not met due to the higher than anticipated intrastate travel and accommodation expenses, and fewer than expected witness appearances as a result of a decrease in referrals received from the QPS. The service standard captures the average cost associated with finalised referred investigations only.

Other operational outcomes

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

Figure 8: Crime investigations finalised

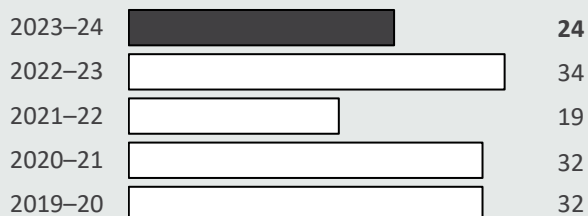


Figure 9: Corruption investigations finalised

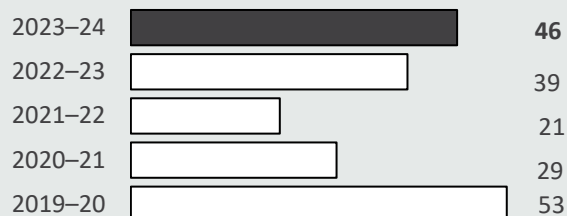


Figure 10: Crime hearing days

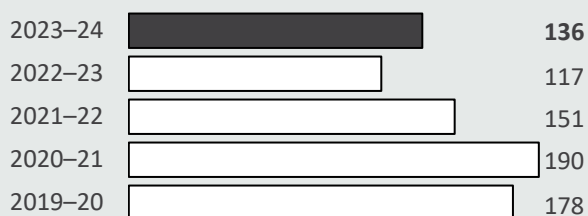


Figure 11: Corruption hearing days



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

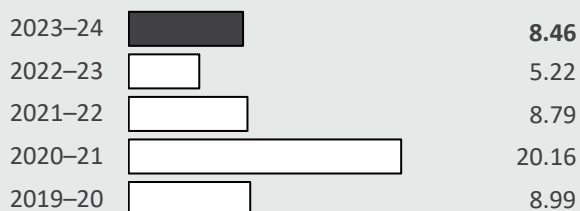


Figure 13: Corruption complaints received

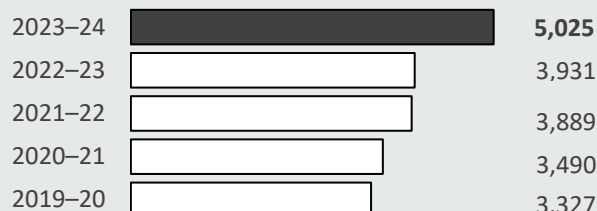


Figure 14: Value of assets forfeited (\$ million)

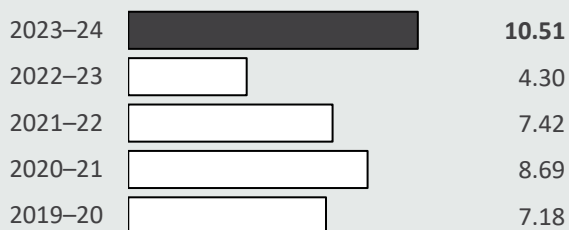


Figure 15: Corruption allegations received

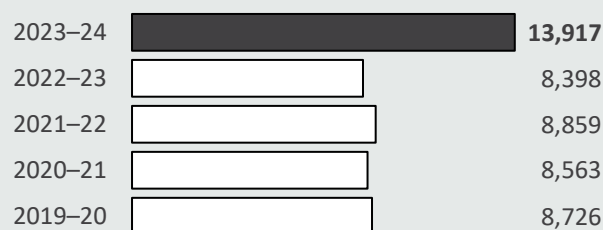
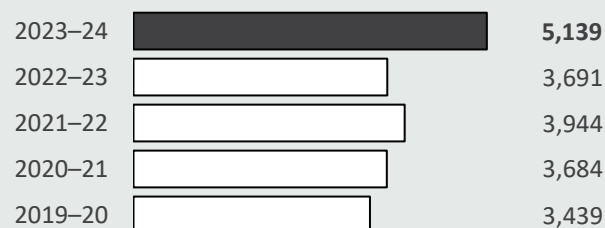


Figure 16: Corruption complaints assessed



Key achievements

OBJECTIVE: Efficient and Effective

- Held **136 days of crime and intelligence hearings**, examining 113 witnesses, in relation to 13 homicide investigations, six child deaths, serious injury or child exploitation related investigations, 9 investigations into organised crime offending, and support intelligence operations (see pages 32–37).
- Progressed an organised crime investigation into **money laundering and drug trafficking** in South-East Queensland (see page 32).
- Concluded an intelligence operation which focused on a **money laundering** activity conducted by a criminal organisation which was involved in the sale of **illicit tobacco and vape products** (see page 33).
- Restrained **\$8.461 million** and secured court orders forfeiting **\$10.514 million** in proceeds of crime (see page 34).
- Responded to emerging and strategic crime-related risks by:
 - enhancing our capabilities for investigating **cryptocurrency-enabled crime** (see page 35)
 - advocating for policy and legislative reforms to improve the strength of Queensland’s proceeds of crime schemes by reviewing *Criminal Proceeds Confiscation Act 2002* (CPCA) (see page 35).
- Finalised 46 corruption investigations (see page 39).
- Finalised **seven corruption matters** in court, of which six resulted in successful outcomes including custodial sentences and fines.

OBJECTIVE: Safe and Capable

- Connected with our people to understand employee experience via our digital platform (see page 44).
- Supported the professional development of our people including through investing \$551,295 in training and development (see pages 44–45).
- Built a strong and inclusive culture which celebrates our key values, including by the continued development of our next Reconciliation Action Plan and celebrating our employees’ achievements (see page 46).
- Developed and implemented an improved onboarding and induction program to better support new commission officers (see page 43).

OBJECTIVE: Accessible, Accountable and Collaborative

- Produced and disseminated strategic intelligence assessments and insights to improve our operational effectiveness and responses and to identify crime prevention opportunities (see page 33).
- Published a corruption prevention report summarising key observations from our audit to identify areas for enhancement in managing and recording contacts between government representatives and lobbyists, Meetings with lobbyists: are you adequately minimising corruption risks (see page 41).
- Established a new Corruption Prevention and Engagement unit to embed a corruption prevention and policy focus into practice and strengthen our communication and engagement with the public sector to support its corruption prevention efforts (see page 51).
- Provided key communication campaigns to UPA liaison officers and public officials in relation to:
 - Fraud Awareness Week
 - Local government elections (see page 51).

OBJECTIVE: Continuous Improvement

- Continued to develop our analytics capabilities to ensure we connect people, insights and technology to reduce major crime and improve the integrity of public institutions, including:
 - Maintaining the Corruption Allegations Data Dashboard.
 - Continuing the development of our Analytics Data Warehouse (ADW) improving our business and operational intelligence capabilities with contemporary tools and platforms.
 - Ingesting³ corruption data holdings into the ADW (see page 55).
 - Continued the delivery of digital initiatives to further develop our digital maturity, including:
 - Enhancing our digital Governance, Risk and Compliance (dGRC) system to ensure managing policies and compliance obligations is streamlined and efficient (see page 54).
 - Implementing a secure file sharing solution, so we can exchange information more securely and efficiently with external stakeholders (see page 70).
 - Continuing the delivery of projects including Human Resource Information System, Legal Practice Management System and Crime and Corruption Case Management System/s (see page 54).
 - Delivering an Application Portfolio Management Framework, that will help us mature the way we manage our digital investments across our portfolio (see page 54).
- Continued implementation of initiatives which form a significant and strategic renewal agenda for the Corruption division to provide organisational flexibility, and investigative and prevention capabilities including:
 - Development of a Corruption Investigator Capability Framework and supporting learning plan to continue to develop a workforce with contemporary investigative skills (see page 56).
 - New operating models such as Complaints Monitoring which embeds new ways of working to provide greater engagement with UPAs, improves timeliness, and focusses on investigative quality and implications for corruption prevention (see page 40).
 - A new approach for thematic monitoring which will review and assess themes or patterns across multiple investigations (see page 55).
 - A review of the organisational culture of Corruption division and developed an action plan to respond to the recommendations (see page 28).
 - A review of the Corruption Investigation function which identified opportunities to develop a greater strategically aligned future state supported by the *Corruption Strategy 2023–2027* (see page 56).
 - Development of a change management framework to support project management (see page 56).
 - A review of best practice models for continuous improvement and innovation (see page 56).

3 The process of importing large volumes of data files from multiple sources into one single repository.

Financial summary

This financial summary provides an overview of our financial performance for 2023–24.

Overview

The CCC had a net operating deficit of \$156,000 in 2023–24. This deficit is due to the deferral of \$6.4 million in funding owing to an increase in employee vacancies because of labour market pressures and reduced operating expenditure as a result of capacity issues. The CCC will utilise the \$6.4 million in future years by investing in the development of new Investigation Case Management Systems for its crime and corruption functions.

The CCC also receives non-cash contributions for services from the QPS in relation to provision of police operational support and from Queensland State Archives (QSA) 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.

Revenue

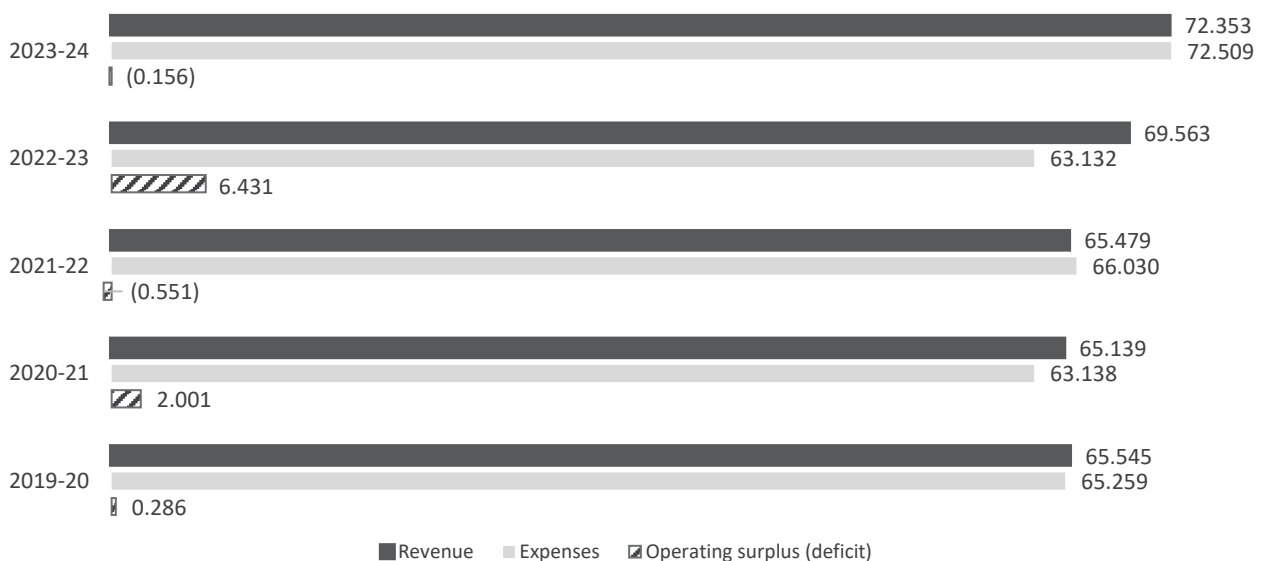
Total revenue for 2023–24 was \$72.353 million, an increase of 4.0 per cent or \$2.790 million from 2022–23.

State Government funding accounts for 95.4 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.

Additional funding

During 2023–24, the CCC received ongoing funding for enterprise bargaining adjustments. The CCC also received \$5.526 million in ongoing funding to assist in implementing the recommendations from the *Fitzgerald/Wilson Commission of Inquiry*.

Figure 17: Financial results 2019–20 to 2023–24 (\$ million)



Expenditure

Total expenditure for 2023–24 was \$72.509 million, an increase of 14.9 per cent or \$9.377 million from the 2022–23 financial year. This is mainly due to additional government funding to assist in implementing the recommendations from the Fitzgerald/Wilson Commission of Inquiry. Employee expenditure increased by 17.6 per cent or \$7.972 million over the previous year due to increased employee costs from new roles and whole of government wage policy adjustments including cost of living allowance.

The CCC spent \$15.497 million for supplies and services expenditure in 2023–24, compared to \$14.209 million in 2022–23. This is an increase of 9.0 per cent or \$1.288 million from the previous year and is mainly due to higher expenditure incurred on specialist contractor services utilised to deliver the digital projects, increased information technology costs and increased rental costs for office accommodation.

Payments for office accommodation are the highest category of supplies and services expenditure at \$3.850 million or 24.8 per cent of total supplies and services expenditure. Information technology hardware and software maintenance costs at \$2.433 million or 15.7 per cent for various services are the second highest category of expenditure. Consultants and contractors at \$2.265 million or 14.6 per cent for various services are the third highest category of expenditure, followed by telecommunications and access costs at \$1.969 million or 12.7 per cent.

Non-cash contributions for services from the QPS in relation to the provision of police operational support and from QSA in relation to archival services increased by \$0.239 million. All other expenditure remained relatively consistent with the previous financial year.

Financial position

Capital acquisitions

The CCC invested \$1.227 million on capital acquisitions during the financial year compared to \$1.544 million in 2022–23, mainly as part of the ongoing asset replacement and maintenance program in accordance with our *Asset Strategic Plan*.

Assets

As at 30 June 2024, CCC total assets were valued at \$34.154 million compared to \$34.551 million in 2022–23, a decrease of \$0.397 million from the previous year. The decrease is mainly due to the minor deficit caused by the deferral of funding to future years as a result of lower expenditure due to staff vacancies.

Liabilities

As at 30 June 2024, the CCC's liabilities were valued at \$4.299 million compared to \$4.540 million in the previous year. This decrease of \$0.241 million relates to payables and lease liability repayments due to an office lease.

Net equity

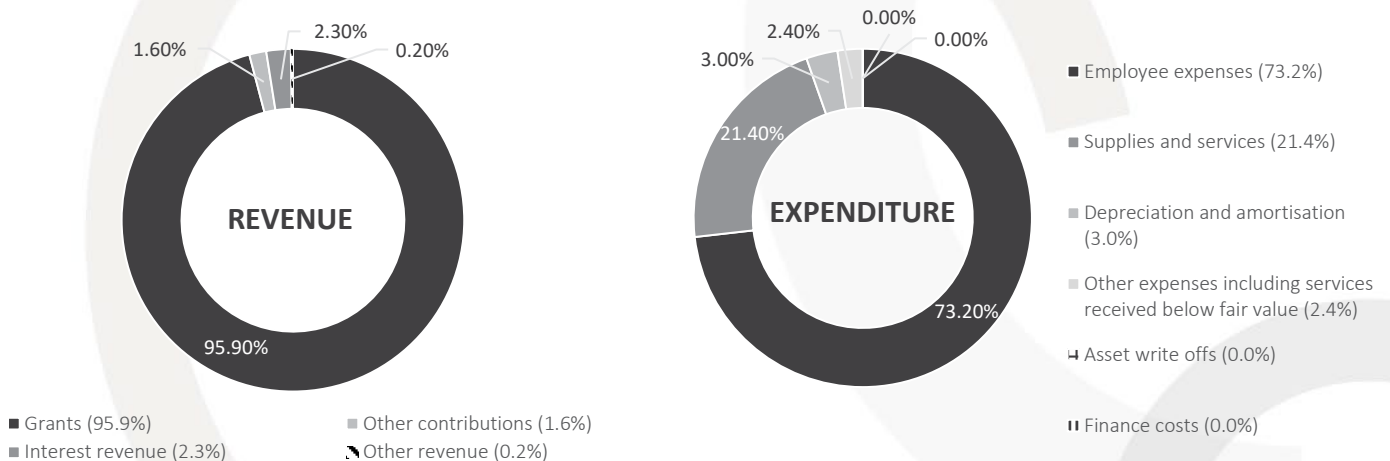
As at 30 June 2024, our equity was valued at \$29.855 million. This is a decrease of \$0.156 million or 0.5 per cent, due to the deficit from 2023–24.

Current ratio

As at 30 June 2024, the CCC's current ratio is 7.63 (against a minimum benchmark of 1.0). Current ratio indicates the financial health of an entity — its ability to meet short-term debts.

A detailed view of our financial performance is provided in the Financial Statements (see pages 74–107).

Figure 18: Revenue and Expenditure



External inquiries and reviews – ensuring accountability and transparency

We report on these as transparently as we can to demonstrate our accountability to the public.

Public inquiries and reviews are an important avenue for independently overseeing our operations and identifying opportunities to improve them. The public expect us to implement these recommendations and publicly report on our progress.

Over the last 12 months, the CCC has continued to work to implement the recommendations of the various reviews and inquiries conducted in recent years. We have carefully considered the recommendations made by inquiries and external reviews, both those focused on the operation of the CCC directly and those relating more broadly to the integrity system in which the CCC operates. While the reviews have largely focused on our corruption function, we work to leverage the benefits of these reforms in our other functions, where appropriate.

The CCC also engaged with the Independent Review into the CCC's Reporting on the Performance of its Corruption Functions (the Holmes review), which was undertaken in 2024 to address the consequences of judicial decisions relating to the public reporting powers of the CCC.

This section provides an overview of our progress (as at the end of the reporting period) against recommendations for which we have responsibility and a consolidated view of advancements we are making to create a better CCC.

External inquiries and reviews of direct relevance to the CCC

External inquiries and reviews with direct relevance to our activities in 2023–24 include:

- *The Commission of Inquiry relating to the Crime and Corruption Commission (Fitzgerald/Wilson Inquiry).*
- *Report no. 106, 57th Parliament PCCC: Review of the Crime and Corruption Commission's activities (Five-Year Review 2021).*
- *Independent review into the Crime and Corruption Commission's reporting on the performance of its corruption functions (the Holmes review).*

Wherever possible, we responded quickly to implement the recommendations for which the CCC is responsible. Some recommendations are more complex and therefore required more time to consider their implications in consultation with other agencies who have responsibility for implementation.

Commission of inquiry relating to the Crime and Corruption Commission (Fitzgerald/Wilson Inquiry)

7 February 2022 to 9 August 2022

In February 2022, the Honourable Gerald Edward (Tony) Fitzgerald AC, KC and the Honourable Alan Wilson KC, were appointed to publicly inquire into and report on the adequacy and appropriateness of:

- the structure of the CCC in relation to the use of seconded police officers (*in connection with its corruption jurisdiction*)
- legislation, procedures, practices and processes relating to the charging and prosecution of criminal offences for serious crime and corruption in the context of CCC investigations, and
- section 49 of the *Crime and Corruption Act 2001*.

The final report was provided to the Queensland Government on 9 August 2022 and made 32 recommendations for change, of which 31 are the direct responsibility of the CCC to implement.

In response, the CCC developed a five-year road map to deliver on the recommendations, to ensure sustained transformation and enhanced public confidence in the CCC. In recognition of the considerable effort required to undertake organisational reform, the Government has invested \$20.849 million from 2022–23 to 2027–28 to develop and manage the program, and implement specific recommendations.

We provide monthly reports on the implementation and delivery of recommendations to the Minister, PCCC and the Parliamentary Crime and Corruption Commissioner (in line with **Recommendations 31** and **32**).

Recognising the significant public interest in the delivery of the recommendations, we have also released seven quarterly progress reports on our website www.ccc.qld.gov.au.

As at 30 June 2024, the CCC has completed 11 recommendations in full. These include:

- transitioning a key role to a civilian position (**Recommendation 8**)
- modifying the organisational structure (**Recommendation 15**)
- establishing and recruiting into new positions (**Recommendations 12, 14, 17, 22 and 23**),
- ensuring adequate funding to establish the new Corruption Strategy and Prevention unit (**Recommendation 18**)
- establishing two new governance groups to oversee corruption investigations (**Recommendations 19 and 20**) and
- finalising a Memorandum of Understanding between the CCC and the Director of Public Prosecutions (**Recommendation 26**).

We have also made material progress on 19 other recommendations. Of note:

Recommendation 6 recommended that the CCC consider the adequacy of our current organisational culture in safeguarding against the risk of institutional capture. In response to this, the CCC has continued to progress significant work that supports an improved organisational culture. This has included embedding new operating models in our intake and assessment function and the complaints monitoring function. These new models place greater emphasis on delivering a customer-centric approach, leveraging data to facilitate greater decision-making consistency, and monitoring the activity and outcomes of delivered work.

The CCC concluded a review of the Corruption division culture which identified opportunities to increase collaboration and engagement to harness diversity of perspectives in the management of corruption matters. The CCC recognises that organisational culture is an ongoing process and we continue to identify opportunities to improve strategy, structure, processes and people.

An external review of the Corruption Investigation function was also completed, and work is continuing to implement recommendations aimed at improving the efficiency and effectiveness of corruption investigations.

Recommendation 7 recommended that the CCC transition to a predominantly civilianised model for its Corruption division. The CCC has identified a future state model that is predominantly civilian and leverages the skills and capabilities of seconded police officers. The CCC has determined that seconded police officers should comprise approximately 30-40% of the corruption investigator cohort. This ratio will achieve a predominance of civilian investigators in the Corruption division but will also provide for effective and efficient investigations. A plan has been developed to transition from the current to the future state by June 2026.

Recommendations 11 and 13 relate to ensuring the appropriate induction and training programs are delivered to corruption investigators to enhance their skills. The CCC's Training and Development Officers have developed a range of enhancements to onboarding practices including the implementation of revised attraction and selection processes and improved pre-employment communications to attract and retain best-fit candidates. eLearning compliance modules, which reinforce the importance of accountability, governance and decision making are being redesigned to also support new starters to better understand their role, responsibilities, and ways of working within the agency.

A Corruption Investigator Capability Framework has also been developed to ensure corruption investigators have the skills to perform well. A range of assessment processes aligned to the framework has been developed to assist with the identification of learning priorities for the current workforce.

Recommendations 16 relates to the new Corruption Strategy and Preventions unit ensuring a corruption prevention and policy perspective informs all corruption investigations. The CCC established the new unit and the future state operating model (recommendation 18). The CCC is developing a Data and Insights plan which will define the information necessary to support a greater focus on corruption prevention and build Queensland's Corruption data asset. We have also commenced a trial for thematic monitoring which applies to new methodology to assess themes or patterns across multiple investigations conducted by UPAs. Expanding the scale of our monitoring activity across corruption matters will assist with increasing the CCC's understanding of the corruption risk landscape, provide insight into corruption trends, and enable us to empower the Queensland public sector to detect, prevent and respond to corruption.

**Report no. 106, 57th Parliament PCCC:
Review of the Crime and Corruption
Commission's activities
(Five-Year Review 2021)
1 June 2020 to 30 June 2021**

Section 292(f) of the *Crime and Corruption Act 2001* requires the PCCC to review and report on our activities every five years, including making any recommendations about changes to our functions and powers. The PCCC's *Five-Year Review 2021* report made 30 recommendations, of which five are the direct responsibility of the CCC to implement.

As at 30 June 2024, the CCC has completed the recommendation arising from the *Five-Year Review 2021* that the CCC produce easily accessible material to assist in the education of persons (and their legal representatives) participating in coercive hearings (**Recommendation 11**).

The CCC continues to progress four other recommendations:

Recommendation 6 has been impacted by the challenge to the exercise of CCC reporting powers resulting in the High Court's decision in *Carne v Crime and Corruption Commission [2023] HCA 28*. The subsequent Independent Review into the CCC's Reporting on the Performance of its Corruption Functions has recommended amendments to the *Crime and Corruption Act 2001*.

Recommendation 7 – The CCC had previously engaged with the Department of Justice and Attorney-General (DJAG) regarding options to allow for the secretariat functions for the Commissioner for Police Service Reviews to be transferred from the CCC to another appropriate entity, separate from the QPS. As that recommendation was not progressed in the Crime and Corruption (And Other Legislation) Amendment Bill 2024, it has not been the focus of further engagement with DJAG during the reporting period. However, engagement has occurred with other stakeholders as to potential solutions.

Recommendation 23 – The CCC and the Queensland Parliament (through the Speaker of the Legislative Assembly) will continue working on the development of a secure information sharing protocol between the CCC and the Parliament. This has not been progressed during the reporting period, given other priorities.

Recommendation 29 – The CCC Corruption Strategy 2023–27 places much greater emphasis on creating shared responsibility for dealing with complaints and working together with our public and private sector partners. We will more effectively engage with our partners and deliver additional corruption-related guidance to improve public confidence that corruption complaints will be dealt with effectively.

The final report was publicly released on 21 November 2022 and made 78 recommendations, of which two (**Recommendations 70 and 71**) were directed at the CCC and two (**Recommendations 68 and 69**) which will directly impact the CCC if the Queensland Government supports the establishment of an independent Police Integrity Unit to be housed within the CCC.

We completed work on designing and evaluating options for the management of police conduct and complaints which seek to best achieve an effective complaints system that is independent, effective and fair, accessible and responsive, transparent, timely and proportionate. These options are being considered by the Queensland Government.

A call for change: Independent Commission of Inquiry into Queensland Police Service responses to domestic and family violence (DFV Inquiry)
30 May 2022 to 21 November 2022

The DFV Inquiry was established to inquire into any cultural issues within the QPS that influence the investigation of domestic and family violence (DFV), and how those cultural issues contribute to the overrepresentation of First Nations peoples in the criminal justice system. The Commission also inquired into the capability, capacity and structure of the QPS to respond to DFV, and the adequacy of the processes for dealing with complaints about police officers to ensure community confidence in the QPS.

Independent review into the Crime and Corruption Commission’s reporting on the performance of its corruption functions
19 February to 20 May 2024

The Honourable Catherine Holmes AC SC was appointed to independently review the CCC’s reporting on the performance of its corruption functions following the decision of the High Court in *Carne v Crime and Corruption Commission [2023] HCA 28*.

The Reviewer inquired into what reporting and public statement powers would appropriately be conferred on the CCC and whether the legislative amendments to the CC Act should be made to operate retrospectively or validate previous reports of the CCC and its predecessors.

The report was provided to the Queensland government on 20 May 2024 and made 16 recommendations to be addressed through amendments to the CC Act. The Queensland government has indicated that legislative amendments will be made to address the Reviewer’s recommendations.

Table 1: Status of recommendations arising from external inquiries and reviews

No. and status of recommendations for which the CCC has direct responsibility

Inquiry or Review	Completed	In progress	Noted but not yet commenced	Noted	Total
<i>Fitzgerald/Wilson Inquiry</i>	11	19	1	0	31
<i>Five-Year Review 2021</i>	1	4	0	2	7
Total	12	23	1	2	38

The table at Appendix A lists recommendations for which the CCC has direct responsibility.

Objective: Efficient and effective

Key strategies:

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

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

Reducing the incidence of major crime

Illicit markets

Illicit markets involve the exchange of illegal goods and services, or the exchange of those things in unlawful ways. The CCC is concerned with illicit market activity that enables or involves serious organised crime, such as illicit drugs and firearms trafficking, and produces significant financial return for offenders. These markets are pervasive, and impacts have serious health and social ramifications, and economic costs for healthcare, law enforcement and the productivity of our communities.

Organised crime groups are heavily involved in illicit market activities with strong links to global supply chains through international networks and facilitators. Often these groups operate using sophisticated business models and expertise to produce significant financial return for those involved.

Those who facilitate or enable these crimes may be respected professionals within the community who offer their expertise on a fee-for-service basis. They may be recruited by organised crime groups through pre-existing networks that have global reach, requiring national and international law enforcement collaboration and coordination.

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

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

In 2023–24 we examined 41 witnesses over 47 hearing days to support and advance investigations by the CCC or the QPS that were focused on illicit markets.

Our key investigative outcomes for illicit markets are summarised below.

Referred major crime investigations

Major crime investigations may be referred by the QPS for assistance, primarily through the use of the CCC's coercive hearing powers. The QPS remains the lead agency for these investigations and is primarily responsible for investigation outcomes such as laying charges and arresting alleged offenders.

In 2023–24 the CCC advanced six referred investigations involving alleged organised crime involvement in illicit market activity in this way.

Drug trafficking network in Southeast Queensland:

We held five days of hearings investigating a criminal network, active in both Brisbane and the Gold Coast, with alleged links to a high threat Outlaw Motorcycle Gang (OMCG). The network is alleged to be involved in trafficking cocaine, methylamphetamine and cannabis, committing offences against the *Weapons Act 1990*, and money laundering.

Interstate drug syndicate: We examined three witnesses over four hearing days to progress an investigation into suspected drug trafficking, between Sydney, Brisbane, Rockhampton, and Mackay, by a syndicate with alleged links to a high threat OMCG.

Trafficking of 42 stolen firearms: We examined 11 witnesses over eight days to assist a QPS investigation into the alleged theft and trafficking of 42 firearms from a rural property at Limevale in June 2023.

Brisbane based drug trafficking networks: To advance two QPS investigations relating to drug trafficking networks in Brisbane:

- We examined two witnesses over one day, along with their alleged connection with an attempted arson attack for one investigation.
- We examined seven witnesses over seven days in relation to the second investigation.

CCC major crime investigations

The CCC also initiates and undertakes major crime investigations where it is the lead agency responsible for investigation outcomes. These investigations usually involve methodologies which extend over a prolonged period.

In 2023–24, we progressed two CCC led major crime investigations targeting illicit markets and their facilitators.

Drug trafficking and money laundering syndicate:

An investigation was undertaken into a suspected money laundering and drug trafficking Brisbane-based syndicate alleged to be involved in the importation and trafficking of heroin and methylamphetamine. To date the investigation has resulted in the arrest of 19 people on various drugs and weapons offences, including weapons production in connection with the location of a firearms manufacturing facility using 3D printing technology.

Criminal network drug production and trafficking:

The CCC undertook an investigation into the production and trafficking of dangerous drugs, and the supplying of substances to other criminal networks for the production of a dangerous drug, by a Brisbane-based criminal network.

Intelligence operations

The CCC undertakes intelligence operations to investigate, including by way of holding a hearing, the alleged criminal activities of criminal organisations and their participants. The CCC's intelligence operations and associated hearing programs provide contemporary classified information and unique insights into the workings of organised crime groups and their participants.

Money laundering involving high value illicit markets:

In 2023–24 we concluded an investigation into money laundering activity by alleged criminal organisation participants suspected of laundering the proceeds of high value illicit markets, including the sale of illicit tobacco and vapes.

As a result of intelligence gathered during the investigation, in August 2023 more than 150 operational staff across six agencies (CCC, QPS, Queensland Health, Australian Taxation Office (ATO), the Therapeutic Goods Administration and Australian Border Force) executed multiple warrants under both State and Commonwealth legislation at 15 residential, retail and commercial locations in Southeast Queensland. This resulted in the seizure of more than \$835,000 in cash, and illicit smoking products, including eight million cigarettes, 3.7 tonnes of loose-leaf tobacco with a total excise value of more than \$14 million, and 60,000 vapes with a street value of approximately \$1.8 million.

In December 2023, in conjunction with the ATO and QPS, following the execution of further warrants on residential and business premises in the Logan area, more than \$350,000 in cash and quantities of gold were seized in connection with alleged money laundering.

The intelligence operation resulted in the arrest of five people who were charged with various drug related offences, and one person for 63 charges involving alleged identity and related fraud offences, and serious Commonwealth offences in connection with the possession and sale of significant quantities of illicit tobacco. A total of \$5,378,339.78 worth of cash, bank account value and real property was restrained under the *Criminal Proceeds Confiscation Act 2002*.

Additionally, 98 intelligence products arising from the investigation were disclosed to law enforcement partners, including two major intelligence assessments, one examining the methodologies and enabling environment for the sale of illicit smoking products in Queensland, and the other for revenue fraud and associated money laundering within the domestic and international gold market.

Intelligence assessments and disclosures

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

In 2023–24, the CCC made 199 intelligence disseminations relating to investigations and in response to requests for information from other agencies, including the disclosures and assessments referred to above under intelligence operations.

Dismantling of Clandestine Ice Laboratory:

Information gathered as a result of an intelligence project the CCC undertook to identify a potential drug trafficking syndicate, enabled the QPS to identify and seize a clandestine laboratory for methylamphetamine recrystallisation, 2 kg of ice and over 2 kg of heroin. Two offenders were charged in connection with these seizures.

Proceeds of crime recovery

Crime’s strategy for its criminal proceeds confiscation work is to remove the financial benefit for serious criminal offending so that it ‘does not pay’ and cannot be reinvested to support further offending.

This year, we took proceeds action against those alleged to be involved in offending related to illicit markets, resulting in 10 restraining orders being obtained over assets valued at \$8.461 million and 19 forfeiture orders valued at \$10.514 million. This includes the following assets that were forfeited to the State:

- \$4.630 million cash which had been located by QPS following the interception of a vehicle being driven by a suspected courier for a drug trafficking syndicate operating in Southeast Queensland
- \$0.869 million cash which had been seized by QPS during a search warrant at a property belonging to suspected traffickers of dangerous drugs in the Brisbane region.

At 30 June 2024, the CCC had 43 ongoing confiscation matters comprising:

- Twenty-two confiscation investigations underway with the potential for \$16.370 million in assets to be restrained
- Twenty-one confiscation actions commenced with an estimated \$33.657 million in assets under restraint
- Fifteen matters where assets to the value of \$8.529 million have been confiscated and are in the process of being recovered for deposit into consolidated revenue.

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 QPS 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 QPS and the ODPP 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. Proceeds forfeited are paid into Queensland’s Consolidated Fund.

Figure 19: Proceeds of crime matters assessed, restraining and forfeiture orders made in 2023–24



Strategic and research projects

Enhancing our cryptocurrency investigation capability

As digital assets such as cryptocurrency operate globally, largely outside regulated financial markets and systems, and with a high level of anonymity, they are able to be exploited by criminal groups as a means of:

- securely making payments for illicit goods and services
- raising revenue to finance criminal activity, and
- laundering criminal proceeds through complex networks of exchanges, brokers, and online services.

In March 2021, we commenced a project to uplift our capability for investigations involving cryptocurrency with a focus on the infrastructure, resources, policies and procedures needed to support training, administrative and operational environments for investigations involving cryptocurrency transactions.

In May 2022, we established a training environment, and created a capability framework to guide future activities for digital asset capability development and shared the framework with other State and Commonwealth enforcement partners.

In 2023–24, we continued the next stages of that project, focusing on our operational and administrative environments. We procured specialist software and equipment to increase our ability to trace and investigate digital assets and delivered foundational digital asset training to staff across the CCC, as well as role specific training for our investigation and forensic officers. We undertook a comprehensive review of our policy and procedures to identify areas requiring supplementation or amendment related to digital asset investigations. We expect to complete our objectives for the project by 31 December 2024.

Strengthening the effectiveness of Queensland's confiscation schemes

While Queensland's *Criminal Proceeds Confiscation Act 2002* seeks to undermine the profitability of serious and organised crime, contemporary serious and organised crime is complex, highly adaptive, and can be extremely lucrative. Meeting these challenges requires legislation that is effective and flexible enough to respond to this environment.

In July 2023 the CCC commenced a review of the Act, after successive reviews and inquiries identified a need for such a review, or at least key provisions of the Act. The review sought to identify options to improve the scope, operability, and strength of the State's legislative scheme for criminal proceeds confiscation.

In April 2024 the CCC published a report on its review. It identified that the Act requires significant reform over seven priority areas, and made 10 recommendations to modernise the legislative scheme, including the need to:

- clarify and improve the effectiveness of Queensland's money laundering offence
- introduce provisions to enable the effective seizure of digital assets
- expand mechanisms for non-conviction-based forfeiture of criminal proceeds, and clarify requirements for existing unexplained wealth and serious drug offender confiscation schemes
- create a mechanism for the use of confiscated assets for purposes such as victim compensation, crime reduction or offender rehabilitation, and
- consolidate and improve arrangements for the administration of the Act.

Crimes involving loss of life or serious injury

Investigations

The CCC works in cooperation with other agencies, including the QPS, to make optimal use of its available resources in responding to the most serious crimes that involve risk to life, actual loss of life or serious injuries.

Our work in this area principally involves investigations referred from the QPS for assistance by way of undertaking investigative hearings. Investigations in this area of focus may be approved under the CCC Homicide, Sexual Offences, Terrorism or Organised Crime General Referral, or under a Specific Referral, depending on the circumstances of the case.

In 2023–24, we supported several QPS operations involving homicides and other serious violent crimes, assisting the QPS to progress 13 investigations (one of which remains ongoing) by examining 59 witnesses over 67 days of hearings. Some investigative outcomes are summarised below.

Homicide of a 34-year-old man near Rockhampton:

Over four days, seven witnesses were examined about the homicide of a 34-year-old man near Rockhampton in November 2023. The hearing enabled the discovery of the alleged motives for and the circumstances of the alleged arson of a vehicle used in the crime.

Homicide of a 25-year-old man in Kuraby on 25

October 2017: We examined a witness in connection with the homicide of a 25-year-old man in Kuraby. The hearing gathered additional evidence of identification in relation to the person suspected of committing the offence.

Homicide and robbery of a 52-year-old male at

Pacific Haven on 18 February 2022: Three witnesses were examined over three days regarding the human remains found during a house fire on 18 February 2022. The hearing enabled statements from additional witnesses, adding previously unknown information, and assisting to provide a clearer timeline of events.

Extortion and homicide of a 32-year-old male at

Capricornia Correctional Centre on 23 October 2022: Twelve witnesses were examined over 16 days concerning an incident that resulted in the death of a 32-year-old male at Capricornia Correctional Centre in 2023. The hearing resulted in further witness statements and provided a corroborated outline of events, including the movements of suspects and other persons at the time of the incident.

Attempted homicide of a man at Coominya in

April 2023: Five witnesses were examined over three days about the attempted murder of a man at Coominya in April 2023. The man was alleged to have been shot six times over a long-standing dispute. The hearing resulted in further information being obtained about the movement of suspects at the relevant time, and potential motive for the alleged offence.

Suspected homicide of a 69-year-old man:

A hearing held over three days into the suspected homicide of a 69-year-old man in Benowa in 2020, resulted in a witness providing a more fulsome account of the events and treatment of the man leading to his death.

Homicide of a 37-year-old male:

Three witnesses were examined over three days into the homicide of a 37-year-old man at a private residence at Tamborine Mountain in June 2023. The hearing enabled the movement of persons of interest to be identified as well as the possible motive for the alleged offence.

Homicide of a 39-year-old male at Hope Island in

May 2023: Five witnesses were examined over five days in 2023 in relation to the death of a 39-year-old man at Hope Island in May 2023. The hearing assisted in confirming the movements of witnesses and a person of interest at the crime scene on the day of the offence.

Cold case investigation into the homicide of a 45-

year-old man: We examined 11 witnesses over 19 days in connection with the disappearance and suspected murder of a 45-year-old man. The hearing revealed information and evidence to police which was previously unknown, and provided evidence which assisted police in establishing a timeline of events.

Cold case homicide of a 52-year-old female:

Two witnesses were examined over three days in 2023 and 2024 in relation to a cold case homicide of a 52-year-old female. The hearing enabled lines of inquiry to be closed, with further evidence and background information on persons of interest obtained.

Crimes against children and vulnerable people

Investigations

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

In 2023–24, we supported several QPS investigations involving homicides and other alleged serious crimes against children, assisting the QPS to progress six investigations by examining 13 witnesses over 22 days. Some investigative outcomes are summarised below.

Grievous bodily harm of a seven-month-old boy:

Three witnesses were examined over six days about grievous bodily harm believed to have been sustained by a seven-month-old boy between in 2021–2022. The hearing provided investigators with a more detailed timeline of events in relation to the alleged offending, and an understanding of the surrounding circumstances.

Grievous bodily harm of an eight-week-old girl:

In late 2023, we held a hearing concerning multiple injuries sustained by an eight-week-old child in 2023 which resulted in evidence being obtained from previously reluctant witnesses and ultimately resulted in the arrest of a suspect.

Grievous bodily harm of a seven-week-old infant:

A witness was examined in connection with injuries sustained by a seven-week-old child in July 2023. The hearing enabled all lines of inquiry to be exhausted, and a detailed timeline of relevant events to be identified.

Grievous bodily harm of a four-week-old infant:

Three witnesses were examined over five days in connection with alleged grievous bodily harm to a four-week-old infant in April 2023 at Forest Hill.

Strategic projects

Section 879 of the *Police Powers and Responsibilities Act 2000* (Qld) requires the CCC to review the relevant provisions in the PPRA that provide police with powers in missing persons investigations where the person is a ‘high-risk missing person’.

This review commenced in September 2023, and the Chairperson has corresponded with the Minister for Police and Corrective Services and the QPS Commissioner about this review.

The data collection phase has concluded. It involved conducting research interviews with Queensland police officers, obtaining administrative data about cases where these powers were used, seeking submissions on the provisions, reviewing police training and policy, and reviewing Queensland Coroner’s Court inquests that considered the conduct of missing person investigations.

The CCC is now preparing its report and will consult with the Minister in the course of finalising the report. It is expected the CCC will table its report in Parliament by the end of 2024.

Reducing corruption and improving integrity in the public sector

The major components of the CCC's corruption function, and its oversight of the public sector, are:

- receiving and assessing allegations of corruption
- monitoring, through reviews and audits, how agencies manage allegations
- building the capacity of agencies to prevent and deal with corruption, and
- conducting investigations.

The CC Act does not put sole responsibility for preventing and dealing with corruption onto the CCC. It recognises that reducing corruption must be core business for all public sector agencies, including the Queensland Police Service.

In 2023–24, we received 5,025 complaints of suspected corruption. As one complaint may be comprised of multiple allegations, often against more than one person and describing various types of conduct, we received a total of 13,917 allegations.

The number of complaints we receive has been steadily increasing since 2015–16, with a 28 per cent increase this year (up from 3,931 last year). A 20 per cent increase in complaints against the QPS is largely attributable to an increase in notifications regarding domestic and family violence matters, as a result of the *DFV Inquiry*, as well as complaints relating to police culture (including bullying, harassment and discrimination).

Overall, complaints involving local governments increased by 60 per cent when compared to 2022–23 (up from 248 complaints to 396 complaints). The increase reflects the low base number of complaints received in 2022–23.

Complaints about other UPAs (excluding QPS and local government) have increased 51 per cent when compared to 2022–23. While it is not clear what has led to this increase, initiatives within our new *Corruption Strategy 2023–27* include projects designed to allow us to better understand trends in reporting.

There has been a decrease in timeliness of our assessments. This is due to the significant increase of complaints, and recruitment and resourcing challenges.

Of the matters that fell within our jurisdiction, we commenced 43 investigations and finalised 46 investigations (some having commenced in previous years) resulting in:

- nine criminal charges against one person
- two recommendations for disciplinary action involving one person, and
- 47 prevention recommendations.

We referred 4,025 complaints to other agencies for investigation; of those, we identified 103 matters as requiring oversight (monitoring and review).

In 2023–24, we assessed 5,139⁴ matters. We referred 4,025 complaints to other agencies for investigation; and of those, we identified 103 matters as requiring oversight (monitoring and review).

This year, we invested considerable resources to continue improving our service delivery, our capabilities, and our ways of working.

4 This includes some matters received in 2022–23 but not assessed until 2023–24.

Complaints assessed as serious, systemic and strategic

In February 2023, the CCC’s Intake and Assessment Unit commenced operating under a revised complaints assessment model (CAM). Under the CAM, all matters received by us are now triaged by a senior officer who applies specific criteria to identify matters involving alleged conduct assessed as serious, systemic and/or of strategic importance (SSS).

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

Matters which meet these criteria are referred to a team to review and, where appropriate, conduct preliminary enquiries to better understand the alleged

conduct and identify evidence that supports the conduct has or has not occurred. The matter is then briefed to the Executive Leadership Team (ELT), which must include the Chairperson or SEO (Corruption), for an assessment decision. The ELT may assess matters as requiring no further action, appropriate for referral to a UPA to deal with – subject to outcome advice, appropriate to refer to a UPA – subject to monitoring, or appropriate for the CCC to investigate, including jointly with a UPA.

In 2023–24, we received 5,025 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 623 were triaged as meeting the criteria of serious, systemic and strategic.

Table 2: Outcomes of complaints assessed 2023–24

Description	Number
Retained for CCC investigation	43
Referred to the appropriate agency, subject to the CCC’s monitoring role	103
Referred to the appropriate agency, outcome advice required by the CCC	694
Referred to the appropriate agency, with no further advice required by the CCC	3,228
Requiring no further action	1,071
Total complaints assessed	5,139

Corruption investigations

The CCC does not investigate every complaint it receives. The large number of complaints we receive each year means that we cannot investigate them all. In performing its corruption function, the CCC must focus on more serious cases of corrupt conduct and cases of systemic corrupt conduct within an agency.

When we investigate a matter, we do not determine guilt, nor do we discipline anyone. Only a court can decide if someone is guilty or not guilty of a criminal offence, and only a CEO of a public sector agency, or a tribunal, has the power to impose a disciplinary sanction on a public sector officer.

Therefore, if we investigate a complaint, we collect and assess the evidence and, if this is considered sufficient, send a report to:

- a prosecuting body to consider any prosecution action warranted, and/or
- the agency involved so it can consider any disciplinary charges warranted and/or modify its processes to avoid repetition of the problem.

As at 30 June 2024, the CCC is conducting 29 corruption investigations.

In 2023–24, the CCC finalised 46 investigations.

In summary:

- One joint QPS and CCC investigation has been finalised, as the QPS no longer required the CCC’s assistance.
- Seven investigations found the allegations were not substantiated in relation to allegations of a misuse of authority and improper influence. These investigations concerned alleged conduct involving several officers in one UPA.
- One investigation resulted in a brief of evidence relating to multiple computer hacking offences being referred to the ODPP for advice as to the suitability of a criminal prosecution.
- One investigation resulted in allegations being referred to the QPS for consideration of disciplinary action.
- One investigation found the allegations could not be proven to amount to criminal offences in relation to misappropriation, misuse of resources and failure of duty. However, disciplinary action was taken against the officer by the UPA.
- One investigation resulted in a brief of evidence relating to misuse of information being referred to the ODPP for advice as to the suitability of a criminal prosecution, and the subject officer has been charged.
- Twelve investigations were finalised in relation to allegations of misuse of office/authority, failure of duty, interfering or undermining an investigation, misappropriation of resources and misuse of information. The investigations did not substantiate any allegations of corrupt conduct, however the relevant agencies have been provided with information to support their ongoing management of risks in relation to recruitment, procurement, gifts and benefits and information management.
- Twenty-one investigations were finalised in relation to allegations of misuse of office/authority, misuse of information and fraud. The majority of the complaints were referred to the agency subject to monitoring, two were referred to the Office of the Independent Assessor and three were referred to the agency with no outcome required.
- One investigation was finalised in relation to allegations of interfering with or undermining an investigation, legal process or conduct matter. This matter was referred to the agency subject to monitoring.

Table 3: Summary – CCC corruption investigations

Description	Number
Total number of investigations commenced	43
Total number of Investigations finalised	46
People charged	1
Charges laid	9
Recommendations for disciplinary action	2
No. of people	1
Prevention recommendations	47

Corruption monitoring program

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

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

In addition to these enhancements, the Review Unit was organisationally realigned to sit within the Corruption Prevention and Engagement unit to enable improved engagement, increased integration of data into prevention activities and to inform a broader strategic focus on the delivery of the monitoring program.

In 2023–24, a total of 103 new matters were referred for monitoring and 50 monitored matters were finalised. As at 30 June 2024, 105 matters were being monitored by the CCC.

CCC–QPS joint oversight process

The Joint Assessment and Monitoring Committee (JAMC) includes representatives from our agency and the QPS Ethical Standards Command. The JAMC enables mutually beneficial collaboration between the QPS and the CCC in accordance with the principles outlined in section 34 of the CC Act.

The JAMC is responsible for supporting the joint oversight and delivery of effective and efficient police misconduct and corrupt conduct assessment, investigation and discipline management processes, practices, and systems, subject to oversight by the CCC under the CC Act. The committee provides a regular forum for inter-agency relationship building and information sharing on matters of mutual interest. An important objective of the committee includes sharing insights and intelligence on current and emerging complaint and allegation trends to support each agency to better understand the corruption risk environment and develop prevention solutions.

Preventing corruption

Targeting significant corruption risks: lobbying and influence

Work continued throughout 2023–24 in relation to possible corruption risks surrounding lobbying and influence, which builds on our earlier work where we published a corruption prevention report summarising insights into the risks associated with influencing practices.

Further to this work we conducted an audit to identify areas where frameworks for managing and recording contact between government representatives and lobbyists could be enhanced. On 28 September 2023, we published a summary of key observations from that audit, *Meetings with lobbyists: are you adequately minimising corruption risks?*

This publication has been prepared to assist all public authorities to be aware of the corruption risks relating to regulated lobbying and ensure they have suitable frameworks in place to prevent these risks. The findings from the audit were shared with the participating public authorities to support the strengthening of their frameworks to manage lobbying activities.

Since these reports were published, significant reforms to the regulation of lobbyists and lobbying activities in Queensland have been introduced. Throughout 2024–25, we will be progressively updating our corruption prevention products to reflect these amendments.

Focus on Person-Centred Practice

This year a project was undertaken in line with our strategic objective to enable a person-centred approach that reflects the perspectives of our diverse community, including First Nations peoples. Work was commissioned to explore how the CCC could align with international and national best practice in providing services that recognise a person-centred trauma-informed approach. The CCC recognises that trauma is prevalent in our community and that our interactions must show an understanding of trauma and how this impacts how people interact with us and how we interact with the public. Ongoing work will continue as the CCC commits to implementing a trauma-informed approach across our service delivery.

Objective: Safe and capable

Key strategies:

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

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

In 2023–24, our Workforce, Digital and Data and Analytics strategies continued to guide our investment in initiatives to build critical capabilities and connect our people, insights and technologies.

Workforce Strategy 2023–27

Our workforce strategy was refreshed in 2023, involving analysis of external review findings, internal documents and data, informal employee inputs, survey responses and facilitated strategic planning processes with the extended leadership group.

Our focus is on:

- **Undertaking outcome-focussed work** which is enabled by insights, digital technology and innovation.
- Embracing a **diverse, engaged and adaptable workforce** with the right mix of experience, specialist skills and attributes, who embrace working in multi-disciplinary teams.
- **Fostering a 'greater place to work'**, underpinned by organisational agility, role clarity, effective governance, a strong performance culture, robust workforce strategy and effective workforce management systems.

In support of this ambition in 2023–24, we invested significant effort in developing our people and delivering initiatives that are aligned with our workforce objectives.

Early Career Pathways

This year we welcomed graduates from Griffith University through participation in the Work Integrated Learning (WIL) Agreement/Griffith University Work Experience (WEXP) Agreement, which supports us to develop the CCC workforce through the Early Career Pathways Program. Through our participation, we continue to provide paid and unpaid opportunities for students and graduates studying intelligence, law, and financial investigations. The CCC will continue to participate in the Department of The Premier and Cabinet's Policy Futures Graduate Program.

Attraction, recruitment and selection

In response to Australia-wide talent shortages and increased workforce challenges, this year we actively reviewed and refined our approaches to talent attraction, recruitment, selection and onboarding processes focusing on enhancing the candidate experience. We highly value the delivery of a positive candidate experience in recognition of its importance to new starter engagement and ongoing performance and are proud to report that metrics associated with onboarding have risen 13–22 percentage points across all measures.

Inducting new employees

We understand we only have one chance to make a first impression and that there is a lot to take in as a new starter with the CCC. It is for these reasons we have applied additional focus to streamlining corporate induction and onboarding processes and providing additional resources and tools to hiring managers to ensure a consistent and comprehensive new starter experience.

Notably this year we have undertaken a redesign of our elearning modules, reinforcing the importance of accountability, governance and decision-making as an integrity agency and increasing learning and knowledge transfer to support new starters to better understand their role, responsibilities and ways of working at the CCC.

We continue to deliver a quarterly Corporate Induction Program, hosted by our Values and Culture Group (see page 46), which provide an opportunity for our new starters to hear directly from our senior leaders.

Employee experience

The CCC remains committed to using the Employee Experience Measurement platform to assess employee engagement and experiences at various stages of the employee lifecycle, such as recruitment, onboarding and offboarding.

Overall, survey outcomes have been positive with new and departing staff providing encouraging feedback pertaining to the recruitment, onboarding and offboarding process. Results revealed the majority of commission officers highly valued their experience working for the CCC, with new staff experiencing a high level of candidate care during the recruitment and selection process.

Developing our people

The biannual Performance and Development Agreement (PDA) process supports the development of our people through an opportunity to discuss career goals, development opportunities and set performance expectations with their line manager. Developing the capability of our people is provided through both formal and informal learning and development opportunities providing commission officers with the necessary knowledge, skills and resources to enhance their performance, productivity and foster professional growth.

Work commenced this year to establish role-specific capability frameworks. We recognise the importance of having a capable, empowered and adaptable workforce. The capability framework model is being applied to bring mutual benefit for our people, their leaders and the CCC, providing clarity of role, responsibilities and expectations, in addition to CCC ways of working.

We continued to support the development of our critical capabilities and digital transformation by providing investment and training to:

- improve our crime and corruption investigations, legal, intelligence and finance capability.
- maintain our strong governance, risk and compliance culture, and
- fully utilise our online workplace compliance training system (CCCLearning).

We continued to support our people through:

- facilitating access to self-directed discretionary learning through our IT-enabled platform, CCCLearning
- assisting our people with their ongoing professional development by supporting opportunities to attend a range of workshops, seminars and conferences
- supporting staff to undertake tertiary study by providing financial assistance toward their course fees and granting study leave (eleven employees), and
- supporting our specialists by reimbursing between 50 and 100 per cent of their professional membership fees (16 employees).

Throughout the year, the CCC delivered workshops and presentations in response to emerging trends including:

- cryptocurrency
- public interest disclosures
- procurement fraud
- human rights
- procedural fairness.

Developing great leaders

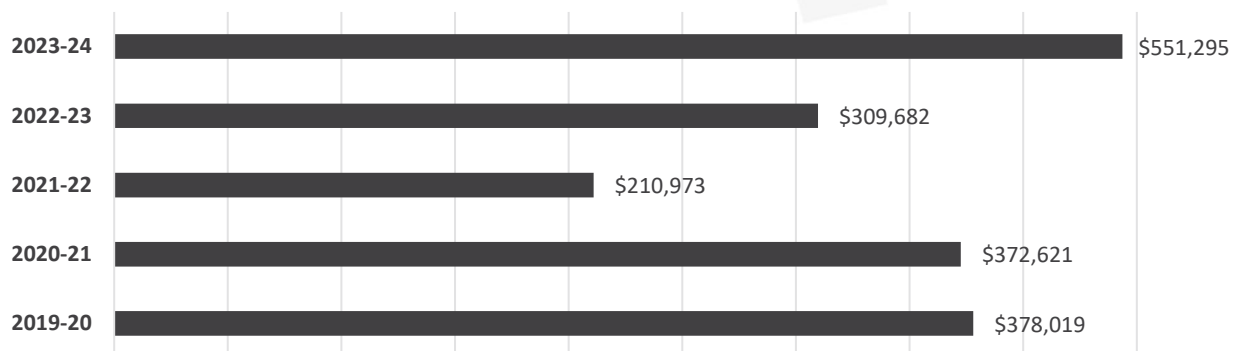
We provide continuous support to our leaders, empowering them to exhibit adaptive leadership amidst an evolving environment. We anticipate that our leaders will exemplify the behaviours aligned with organisational values.

This year, we supported:

- fifty of our leaders to undertake a program to develop personal, business and team leadership capabilities, and
- eleven of our employees to undertake a program to develop and build their capability in emotional intelligence.

In response to CCC critical skills identified through workforce strategy planning processes, a new panel of providers has been established to deliver customised leadership and management development to further extend leader capability across the CCC.

Figure 20: Investment in the training and development of our people from 2019–20 to 2023–24



Notes:

1. 23–24 figures include direct professional development and training cost, plus Study Assistance and Professional Membership payments.
2. 21–22 previously reported figure does not include Professional Membership payments.
3. 20–21 previously reported figure does not include Study Assistance or Professional Membership payments.

Supporting reconciliation

The CCC has made a commitment to reconciliation in Australia through the development and implementation of its own *Reconciliation Action Plan* (RAP) in partnership with Reconciliation Australia. The CCC’s RAP is a living document that implements actions to build on respectful relationships and create opportunities with Aboriginal and Torres Strait Islander peoples.

Our focus is on advancing our contribution to reconciliation through fostering an inclusive culture that promotes employee well-being, collaboration, innovation, and engagement.

The CCC’s aim is to strengthen long and ongoing relationships with Aboriginal and Torres Strait Islander peoples and their communities. The CCC serves 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 in order to support our commitment for all Queenslanders to feel safe in the communities in which they live.

The Aboriginal and Torres Strait Islander peoples Cultural Advisory Group is a CCC Operational Committee established under the RAP to provide expert First Nations of Australia cultural advice to the CCC, to assist its delivery on RAP actions.

This year, the Cultural Advisory Group met and established conversations regarding the continued development of our next *Reconciliation Action Plan*.

As part of our cultural capability strategy, all CCC staff have completed the mandatory 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 of 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 for all people, 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 new staff.

In line with this year's National Reconciliation Week theme 'Now More Than Ever', CCC staff were encouraged to be a voice for reconciliation in tangible ways in our everyday lives – including where we live, work and socialise.

We have installed custom artwork throughout our workplace as a constant reminder and acknowledgement of our ongoing work to respect First Nations peoples.

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 2023–24, no human rights complaints were notified to the CCC.

Throughout the reporting period, we continued to demonstrate our ongoing commitment to human rights by:

- continuing our regular human rights training to ensure our people remain aware of their obligations under the *Human Rights Act 2019*
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our *Strategic Plan 2023–27*
- 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 continued to ensure that our acts and decisions did not limit human rights, or limit human rights only to the extent that was 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
- decisions and actions in relation to corruption complaints and police misconduct complaints
- decisions and actions in relation to crime investigations and confiscation-related investigations, and
- developing, amending and rescinding policies and procedures.

Focusing on wellbeing

The focus on workplace wellbeing of our people, supporting the achievement of productivity, agility and resilience in the challenging work that we do is an ongoing commitment and focus.

Our *Wellbeing Plan 2023–24* continues on previous plans to ensure our people have the right level of support to meet their needs when and how they require it. The plan promoted a range of solutions for professional, peer-to-peer, and resource support, and was delivered by Human Resources and our Wellbeing Group.

We continued to focus on mental health as an integral part of people's wellbeing. Through an internal program, we trained 132 officers in Mental Health First Aid (MHFA), 76 of which were accredited MHFAiders.

We continued to partner with Converge International to provide an Employee Assistance Program to enable CCC officers, and their immediate family members, to access wellbeing services (including confidential personal coaching and counselling). Ongoing promotion of the availability of these services occurs through our induction program and published online materials.

We updated and continued to maintain a regular and proactive psychological health screening program for officers deemed to be at higher risk of psychological injury because of the work they undertake.

To further support staff wellbeing, we provide flexible work arrangements, including compressed working hours, accumulated hours, flexible start and finish times, and part-time/job-share arrangements.

Values and culture

Our Values and Culture Group (VCG), consisting of representatives from each of our business units, continues to lead initiatives to embed and support our organisational values of People, Accountability, Integrity, Courage and Excellence (PAICE).

On 11 October 2023, our VCG coordinated the seventh annual *Team CCC Day* — a day our people come together to participate in fun employee-led activities, strengthen workplace relationships and celebrate our value of 'People'.

The VCG also hosts our annual 1CCC PAICE Awards ceremony. The 1CCC PAICE Awards provide an opportunity to recognise and celebrate our staff for displaying our CCC values in action. We also recognise staff contribution to reconciliation at this annual event.

The annual 1CCC PAICE Awards ceremony to recognise and celebrate staff who had been nominated by their peers will be held in October 2024.

Ensuring ethical conduct

The CCC's Code of Conduct sets the standard of conduct expected of our staff and is consistent with the ethics principles and values 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 10), and they are embedded within individual PDAs.

The CCC Code of Conduct guides and assists us to identify and resolve ethical dilemmas that may rise in the course of our duties, foster and maintain an ethical culture and promote public confidence in the CCC.

In 2023, we relaunched the CCC's Code of Conduct to ensure it remains relevant and aligns with our current work practices and behaviours.

Each new staff member is provided with a copy of our Code of Conduct upon their commencement and is required to complete a Code of Conduct eLearning module in their first week of employment, and ongoing every two years.

This year the module underwent a major redesign to improve learning transfer and engagement with content.

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
- the contents of our Code of Conduct, and the rights and obligations they have in relation to contraventions of our Code of Conduct.

Existing staff are required to complete regular Code of Conduct refresher training.

Our *Governance Framework* (see page 64) outlines the values, attitudes and behaviours expected of all staff, 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.

Engaging with our people

Each year we participate in the *Working for Queensland Survey* for our people to have their say about the workplace climate. This reporting period, the survey was conducted between 21 August and 17 September 2023. We continued to have a strong participation rate, with 62 per cent of our people providing valuable feedback through this mechanism.

This year we received a significant increase in favourable responses across most categories and questions. The results show our people are confident in their jobs, teams and managers. There have been important improvements in people's perception of leadership, fairness and flexibility. Our improved results provide evidence of the great work that has been done by many people during the previous 12 months to contribute to strengthening employee engagement.

CCC Employee Value Proposition

This year the CCC completed an Employee Value Proposition (EVP) project to assist in mitigating our strategic risk associated with talent shortages, gaps in workforce skills, the changing nature of the workforce and challenges in delivering specialist capabilities in a small-scale agency.

Market analysis for critical roles was undertaken to identify the competitive features of an EVP. This data was used to conduct a gap analysis of our current workforce. Informed by these findings and the changing needs of the workforce and societal expectations, an Attraction and Retention Incentive policy was developed. In addition, advertising materials were created to describe the CCC's EVP to potential applicants.

Digital and Data & Analytics Strategies 2023–27

In 2023 these strategies were refreshed to focus on:

- **maximising digital investments** through leveraging new technology that improves our efficiency and effectiveness
- adopting a holistic view to continually **enhance our digital operating model** driving our digital transformation
- **creating high-value datasets** to create datasets that support the CCC's strategic priorities, and
- **embedding and empowering** to improve data literacy, embed data-driven decision making and use innovative analytics to deliver value to the CCC, stakeholders and partners.

For more information on the progress of these strategies see pages 54-55.

Objective: Accessible, accountable and collaborative

Key strategies:

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

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

Engaging with our crime stakeholders

The substantial and rapid transformation of our operating environment continues to challenge basic assumptions that underpin our law enforcement and criminal justice systems. Technology is changing the way we work, as well as the critical capabilities required for effective responses to the increasingly complex, global and technical crime environment. This means we need to be focused on utilising our resources for most impact and responding to the most relevant issues and concerns.

Meaningful engagement with our stakeholders ensures we are better positioned to manage these strategic risks, learn from them, and pool our resources and capabilities to solve problems that we could not achieve alone.

Crime stakeholder engagement strategy

We engage closely with the QPS and partner Commonwealth law enforcement agencies to remain informed and responsive to emerging major crime threats and issues, to optimise the value of collaborative opportunities and the use of resources, coordinate activities and avoid duplication of effort.

Since 2022, our stakeholder engagement strategy has been supported by a digital solution that enables the Crime Division senior management group, its intelligence team, and strategy and performance team, to capture, evaluate and communicate outcomes from stakeholder engagement, and to integrate their feedback into our strategic planning and operational decision-making.

Prioritising our crime work

The QPS' 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 use a *Matter Prioritisation Model* to assess and review our crime, intelligence and proceeds of crime investigations, and other crime-related projects and initiatives. The model allows us to determine whether an opportunity is appropriate and to prioritise our work having regard to specific criteria, based on public interest, the importance and value to our stakeholders and our agency, having regard to our strategic objectives, priority focus areas, strategies for responding to those priorities, and commitments.

The *Matter Prioritisation Model* also ensures we have a consistent and transparent process for our crime-related case and project selection and ongoing review and is supported by sound public interest and human rights considerations.

The *Matter Prioritisation Model* is updated yearly and as required to ensure it captures our current strategies and plans and other key stakeholder interests including relevant aspects of Queensland Government priorities, QPS strategic and operational plans, Queensland Family and Child Commission strategic plans, and other Queensland and national strategies for responding to serious and organised crime.

Engaging with law enforcement agencies

In 2023–24 members of the Crime Division senior management group participated in and contributed to the key interagency forums set out below.

Queensland Joint Management Group

The Queensland Joint Management Group is a committee of senior executive members of the AFP, the ACIC, ATO, the Australian Department of Home Affairs (including the Australian Border Force), AUSTRAC, the QPS and the CCC 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 and affecting Queensland.

The Senior Executive Officer (Crime) represents the CCC 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 Analyst Group Committee

The Queensland Joint Analyst Group (QJAG) Committee is a forum of senior officers of the Queensland Joint Management Group agencies who meet at least monthly.

The QJAG Committee considers assessments undertaken by the QJAG Working Group for consideration of action by the Queensland Operations Coordination Group. The QJAG Working Group is a standing capability which identifies opportunities and

priorities for targeting serious and organised crime in and affecting Queensland.

The Director, Crime Strategy and Intelligence represents our agency on the QJAG Committee, and our agency provides ongoing intelligence analyst support to the QJAG Working Group.

National Taskforce Kubera

National Taskforce Kubera is the Australian and New Zealand money laundering working group that supports the development, prioritisation, and coordination of operational capabilities and strategies for addressing money laundering networks and the seizure of criminal proceeds.

Participants of Taskforce Kubera include all Australian and New Zealand policing agencies, the ATO, AUSTRAC, Australian Border Force, Australian Criminal Intelligence Commission, and the NSW Crime Commission.

Since joining the taskforce in November 2023, the CCC has been represented on Taskforce Kubera by the Director, Proceeds of Crime.

National Proceeds of Crime Forum

The Proceeds of Crime Forum is a meeting to bring together asset confiscation leaders from all Australian jurisdictions to discuss relevant issues and developments relating to proceeds of crime issues including regional trends, recent significant matters or court outcomes, legislative challenges or opportunities for reform and share strategies on navigating concurrent civil and criminal proceedings.

Participants include the CCC's Director, Proceeds of Crime and representatives from all State and Territory policing agencies, the AFP, the NSW Crime Commission, Western Australia's Corruption and Crime Commission, and agencies that provide legal services for confiscation actions.

QPS Operations Review Committee and Specialist Resources Committee

These committees are comprised of command and regional crime coordinators and other relevant QPS members who meet at least every three weeks 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 Executive Director, Crime Operations represents our agency on both committees.

Engaging with our public sector stakeholders

Stakeholder engagement is a critical part of successful anti-corruption efforts. Following the development of our Corruption Strategy 2023–27 we established a new Corruption Prevention and Engagement unit to embed a corruption prevention and policy focus into practice and strengthen our communication and engagement with the public sector to support their corruption prevention efforts.

We recruited 10 new roles including prevention officers and advisors, research and intelligence practitioners and engagement specialists to ensure we had the right mix of expertise to be responsive to our stakeholders.

To inform the development of the Corruption Prevention and Engagement unit we:

- reviewed contemporary literature to develop a deeper understanding of elements of best practice and corruption prevention and engagement and opportunities for us to re-focus our service delivery
- benchmarked our performance and services against other integrity, regulatory and policy agencies to help inform the delivery of our services, and
- commenced the development of renewed engagement and communication practices to ensure we are effectively communicating with our stakeholders to support their corruption prevention efforts.

In addition to this work, this year we:

- reviewed our publicly available corruption prevention materials and have commenced updating and republishing these resources and continued to monitor the corruption risk landscape through our research and intelligence work examining corruption enablers, risks and trends.

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

- In September 2023, we gave a presentation to the Community of Practice for Ethical Behaviour (CoPEB) – a network of state government integrity practitioners.
- Fraud Awareness Week was recognised between 12-18 November 2023. The theme for this year's Fraud Awareness Week was 'Fraud Prevention in Focus'. The CCC's campaign encouraged CCC staff, UPA liaison officers and public officials to recognise the red flags of fraud. Activities included communication from the Chairperson to all public officials and liaison officers, website content with curated resources to support fraud detection and prevention, communication from the CEO to CCC staff and updated intranet content for staff to refer to.
- In December 2023, we presented local government election insights to the Electoral Commission Queensland, Local Government Election Advisory Committee.
- The CCC supported International Anti-Corruption Day on 9 December 2023. The United Nations' 2023 theme was 'Uniting the world against corruption' and was intended to reinforce the notion that tackling corruption is everyone's right and responsibility.

Our campaign focused on 'unity in integrity' and called for public sector agencies to unite against pervasive corruption risks of fraud and misappropriation, misuse of authority and information and failure of duty.

For further information in relation to key corruption risks to Queensland's public sector, visit www.ccc.qld.gov.au/IACDay2023.

A collaboration between the CCC, the Office of the Independent Assessor and the Electoral Commission Queensland leading into the March 2024 Local Government election, enabled engagement with local government candidates about the need to campaign with integrity.

- In May 2024, we delivered a presentation to over 100 human resources practitioners within the Department of Health on the operation of the Crime and Corruption Act. The presentation was focussed on how corrupt conduct was defined, and when an agency's duty to notify may be enlivened. Feedback following the session was positive.
- The CCC supported the Independent Commission Against Corruption Northern Territory (ICAC NT) to plan the Australian Public Sector Anti-Corruption Conference (APSACC) held in Darwin in July 2024.

Corruption Prevention Network Queensland

Established in 2003 as an initiative of the CCC's predecessor organisation the CMC, the Corruption Prevention Network Queensland (CPNQ) assists its members to develop knowledge, skills and professional networks to build more fraud-resilient and corruption-resilient organisations in Queensland. The CCC provides some financial support to CPNQ to help meet basic running costs to ensure that the group remains viable.

Network members come from the public sector (local, state and federal), private sector, academia, and the wider community, and work together to strengthen the State's resilience against corruption and fraud.

In November 2023, we presented the Corruption Division's year in review and year ahead to the CPNQ.

Objective: Continuous improvement

Key strategies:

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

Anticipating and responding effectively to our dynamic challenging operating environment.

Redesign service delivery models to maximise our ability to respond to our changing environment

In 2023–24, we invested significant effort in identifying new technologies that will help us work in smarter, simpler and more effective ways. Specific activities have included:

Strengthening our digital capability

The CCC has continued to mature our digital capability and digital literacy to ensure our workforce is capable of effectively interacting with emerging digital technologies. The CCC has implemented an Application Portfolio Management Framework (APMF) which supports the management of the entire lifecycle of system applications from inception to retirement. The APMF will assist us to mature the way we manage our digital technologies' lifecycles and ensure the right investment is occurring at the right time.

Digitising the workplace

We are progressing simpler and smarter digital solutions, across all CCC divisions, to enable us to reduce major crime and corruption in Queensland more efficiently and effectively. Digital projects progressed or delivered in 2023–24 include:

- Digital Governance Risk and Compliance system (dGRC): The CCC's dGRC, which was launched in 2020, has brought a more consistent and coordinated approach to managing the CCC's governance, risk and compliance activities. This year, we undertook work to improve platform stability, enhancing our digital Governance, Risk and Compliance obligations is streamlined and efficient. This work is anticipated to be finalised by September 2024.
- Case Management Systems: The CCC is investing in a comprehensive, fit-for-purpose case management system to support our crime and corruption investigators. This year, we completed early market engagement activities to identify potential technical solutions that will improve the efficiency, effectiveness and quality of crime operations and corruption

investigations. The market engagements will be used to guide the next stage of the procurement process.

- Legal Practice Management System: The CCC is finalising the procurement of a digital solution to help manage its internal legal function, and streamline or automate processes where possible. Following an extensive procurement process, this project is concluding contract negotiations, with implementation scheduled to be completed in 2024.
- Human Resource Information System: The CCC is finalising the procurement of a digital solution that will improve workforce management by having a single source of truth for HR-related information. The system will consolidate HR systems, resolve data accuracy issues, and enable automated reporting and holistic workforce.

Creation of Business Intelligence dashboards

Business Intelligence Dashboards, which are now largely automated from the ADW, are supporting commission officers to make quality decisions in a timely way. Dashboards enhance data accessibility, streamline reporting, and improve decision-making by consolidating diverse datasets into a single, unified platform. Dashboards developed or progressed during this reporting period include:

- Intake and Assessment dashboard: The Intake and Assessment Dashboard provides management insights into the volume and progress of corruption allegations received by the CCC.
- Monitoring dashboard: The Monitoring dashboard enables tracking of the progress of corruption matters that have been referred to Units of Public Administration. This dashboard was delivered in March 2024.
- Corporate dashboards: Continual improvement to Human Resources and Finance dashboards to ensure accurate and timely corporate information is accessible by managers were delivered in 2023–24.

Building our Data and Analytics capability

CCC corruption functions are supported by an analytics capability which aims to grow its data holdings and deliver data insights to inform the public sector about corruption risk and prevention. By improving knowledge about the outcomes of corruption allegations investigated by units of public administration, a clearer picture can be formulated of the true nature and prevalence of corruption in Queensland and inform corruption prevention initiatives.

Increasing Analytics Data Warehouse (ADW) functionality

The CCC's ADW is now operational, enabling the development of more dashboards and enhanced reporting functionalities. Corporate datasets, including Human Resources and Finance data, have been ingested into the ADW which is enabling more comprehensive, timely and quality corporate reporting. COMPASS, the CCC's corruption database, has also been ingested into the ADW, and work is progressing to improve automate routine COMPASS-related reporting directly.

The now fully operational ADW is also supporting the Corruption Strategy to create Queensland's Corruption Data Asset. Processes have been established to facilitate the ingested external datasets relevant to corruption to support the CCC becoming the trusted agency for data and insights about corruption risk and prevention.

Developing a Data and Insights Plan

The CCC has developed a Data and Insights Plan that will provide guidance and direction on the corruption related data that we collect and analyse. Our shared insights will better support understanding of corruption risk across the public sector.

Building our Corruption Outcomes Data

An innovative Proof of Concept to automate the exchange of corruption outcomes data between the CCC and Units of Public Administration is progressing. The Proof of Concept aims to better capture and analyse outcomes data from serious matters referred to agencies for resolution. It is anticipated that the CCC will have an improved understanding of corruption prevalence in Queensland, develop targeting prevention initiatives, and be able to streamline information exchange between units of public administration. Formal engagement with a unit of public administration has been established to advance this initiative. This dataset will significantly enhance our understanding of corruption in the public sector over time.

Maintaining our Corruption Allegations Data Dashboard

In June 2024, the latest CADD report, which includes data up to 31 December 2023, was published on the CCC's website. This publication offers substantial value to the public, promoting open data, increased transparency, and Corruption prevention. In addition, the CADD report is now sourced from the ADW and has improved the efficiency of the CADD updating process.

Development of a Complaints Prioritisation Model

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

Developing our Corruption monitoring process

The CCC has continued to embed a new approach to monitor the way units of public administration deal with allegations of corrupt conduct. Reflecting the objectives of the Corruption Strategy, this operating model provides for greater engagement with units of public administration, places more tension on investigation timelines, and focuses on both investigative quality and implications for corruption prevention. Management dashboards have been implemented to facilitate active management of the monitoring function and visibility of capacity utilisation.

Developing a Thematic Monitoring Model

The CCC has developed an approach for a thematic monitoring model that will review and assess themes or patterns across multiple investigations conducted by units of public administration. The CCC aims to leverage the data to provide greater insights into the corruption monitored investigations.

Undertaking an internal Corruption investigation review

In December 2023, the CCC concluded a review of the corruption investigation function with external consultants. The purpose of the review was to assess the existing operating model and identify recommendations to improve the efficiency and effectiveness of corruption investigations.

These recommendations have been split into the following three themes:

1. Consistent and supportive processes: policies and processes facilitate operational efficiency, compliance, and consistency in decision making at every level.
2. Assured by enhanced governance: the strong governance architecture is well understood and supports operational effectiveness.
3. Leaders in investigation: effective communication and capable leaders ensure everyone knows how their work helps deliver successful outcomes.

Developing a Corruption Investigator Capability Framework

A Framework has been developed to provide structure and process in developing a workforce with enhanced investigative skills. This Framework addresses strategic corruption risks as relevant to the CCC environment, professional and technical skills aligned to the Australian Government Investigation Standards, and critical skills aligned to the CCC's Strategic Plan and Workforce Strategy.

Embedding a culture of continuous improvement and innovation

The CCC has considered international standards and practices in innovation and continuous improvement, along with trends across government to inform how the CCC can embed a culture of continuous improvement and innovation. The CCC has identified opportunities to pursue including:

- maturing business processes to increase our efficiency and effectiveness for new business initiatives
- leveraging new technology and insights to provide our people the tools and information they need and to improve our performance.

Strengthening our change management practices

The CCC completed a review of its change management practices and templates to inform improvements that will build change management capability in portfolio, projects and people leadership.

Establish environmental sustainability practices

The CCC is committed to minimising the environmental impacts of our activities and has identified three key areas we will focus on. These are:

- our built environment
- our transportation and travel
- staff engagement and education.

In June 2024, the CCC developed an Environmental Sustainability Guideline which set out the actions already taken and considerations to be taken in the future about these areas of focus.

These guidelines support the Queensland Government's climate action plan to build resilience and secure a sustainable future for Queensland communities, the environment and economy.

Implementing initiatives from reviews and inquiries

The CCC received \$20.849 million to develop and manage the program and implement specific initiatives that will improve our operating environment. The CCC has provided 18 progress reports to the Minister, the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner.

As at 30 June 2024, the CCC has implemented 11 recommendations in full and made significant progress on 19 recommendations. Of the remaining recommendations one relates to future reporting requirements, and one is not the responsibility of the CCC.

The CCC has also published seven progress reports on its website www.ccc.qld.gov.au/publications.

Governance and people

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Our Commission

The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions and the exercise of our powers by the Chairperson, CEO and other commission officers.

Profile of our Commission (as at 30 June 2024)

Mr Bruce Barbour

Chairperson

LLB (admitted as a Legal Practitioner to the Supreme Court of NSW in 1995), appointed for a two-year term as Ordinary Commissioner on 14 May 2021, appointed as Acting Chairperson from 28 January 2022, and appointed as Chairperson for a three-year term from 2 July 2022.

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.

Ms Kathryn McMillan KC

Deputy Chairperson

Admitted as a barrister in 1987, appointed senior counsel in 2006, and appointed as Deputy Chairperson for a five-year term on 16 December 2022.

Ms McMillan practices in personal injuries, public law, disciplinary matters, discrimination proceedings and has a long-standing practice in family law and child protection proceedings. She has been an ethics Counsellor for the Bar for many years, and has been appointed to the Queensland Civil and Administrative Tribunal as an assessor in legal disciplinary matters. She has appeared in numerous Royal Commissions/ Commissions of Inquiry and has held a number of Ministerial appointments.

Ms Helen Darch OAM

Ordinary Commissioner

BA, GradDip (Lib&InfoServ), MEd (Train&Dev), MAICD, appointed as Ordinary Commissioner for a two-year term on 14 May 2021, and reappointed as Ordinary Commissioner for a five-year term on 14 May 2023.

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. Ms Darch has over 15 years' experience as a non-executive director on large not-for-profit and government boards and is currently Chair of the Mackay Hospital and Health Services Board and Chair of the Research Advisory Committee, Health and Wellbeing Queensland.

Mr Peter Dowling AM

Ordinary Commissioner

Appointed as Ordinary Commissioner for a three-year term on 4 November 2022.

Mr Dowling is an accountant (FCPA and former EY Partner) with over 25 years' experience as a non-executive company director and independent audit and risk committee member. He has sat on government and private sector boards in the finance, insurance, health, education, electricity and mining sectors among others. His audit and risk committee roles cover local, state and federal government and private sector entities. He currently sits on the Gold Coast Hospital and Health Services Board.

Ms Simone Webbe

Ordinary Commissioner

Admitted as a Barrister of the Supreme Court of Queensland in 1993 and of the High Court of Australia in 1996. Appointed as Ordinary Commissioner for a five-year term on 25 August 2023.

Ms Webbe is a consultant with significant public sector experience in governance, accountability, anti-corruption and integrity reforms. Simone also has extensive public sector experience in constitutional and public law. She is a former Deputy Director-General in the Queensland Department of the Premier and Cabinet, and has served on a range of boards and national bodies such as the National Counter-Terrorism Committee. She is a current Faculty member of the Australian and New Zealand School of Government.

Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that the CCC 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 Ordinary Commissioners have the qualifications, experience or standing appropriate to help the Commission perform its functions.

Commissioners are appointed by the Governor-in-Council for a maximum of five years, with the provision of a further five-year re-appointment if 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. The Chairperson may appoint for a temporary period a Sessional Commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to the CCC's functions.

Appointment criteria for the Chief Executive Officer

The CEO 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 the CEO, the person must have qualifications, experience or standing appropriate to perform the functions of the CEO.

Table 4: Commission meetings from 1 July 2023 to 30 June 2024

Commissioner ¹	Position	Meetings attended	
		Ordinary meetings	PCCC meetings
Mr Bruce Barbour	Chairperson	9	4
Ms Kathryn McMillan KC	Deputy Chairperson	8	1
Ms Helen Darch OAM	Ordinary Commissioner	9	3
Mr Peter Dowling AM	Ordinary Commissioner	10	2
Ms Simone Webbe ²	Ordinary Commissioner	8	3
Ex officio members			
Ms Jen O'Farrell	Chief Executive Officer	10	4
Ms Cecelia Christensen	Senior Executive Officer (Corruption)	9	4
Ms Sharon Loder	Senior Executive Officer (Crime)	8	4
Dr Rebecca Denning	General Manager, Strategy and Renewal	7	0
Detective Chief Superintendent Stephen Loth ³	General Manager, Operations Support	10	0
Mr Cameron Rentz ⁴	Acting Senior Executive Officer (Crime)	2	0
Ms Michelle Miller ⁵	Acting General Manager, Strategy and Renewal	1	0

Notes:

1. Remuneration for our Commissioners can be found on page 87.
2. Ms Webbe was appointed as Ordinary Commissioner on 25 August 2023.
3. Detective Chief Superintendent Stephen Loth attended twice in his capacity as Acting General Manager, Operations Support (29 September 2023 and 27 October 2023) before he was appointed to his substantive position as General Manager, Operations Support on 30 October 2023.
4. Mr Rentz attended once in his capacity as Acting Senior Executive Officer (Crime) (28 July 2023) and once in his substantive role as Executive Director, Crime Hearings and Legal (27 October 2023).
5. Ms Miller attended as proxy for Dr Denning on 29 September 2023.

Our Executive Leadership Team

The Executive Leadership Team (ELT) supports our agency by leading discussions, providing advice and making recommendations on strategic and operational matters critical to our performance. Our Chairperson is a member of the ELT.

Profile of our ELT (as at 30 June 2024)

Ms Jen O'Farrell

Chief Executive Officer

LLB (Hons), BBus, BCom (admitted as a Legal Practitioner 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 Corporate Services; Legal, Risk and Compliance; Information Services; and Strategy and Renewal divisions.

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, GradCertEmergTechLaw (an Australian Legal Practitioner, admitted to the profession in 1992), GAICD, appointed on 3 July 2017.

Responsible for the proper performance of the CCC's crime functions, and the Crime division, ensuring its investigation, intelligence and criminal confiscation capabilities are effective in combating and reducing the incidence of serious and organised crime affecting Queensland.

Ms Loder has over 20 years' experience in senior and executive roles, delivering effective regulatory, prevention or law enforcement functions in Queensland and New South Wales agencies, including the NSW ICAC, the former CMC, and the QPS.

Ms Cecelia Christensen

Senior Executive Officer (Corruption)

BArts&Law, MLaw (admitted as a Legal Practitioner in 1997), appointed on 11 July 2022.

Responsible for the proper performance of the CCC's corruption functions, and 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.

Ms Christensen worked with Queensland Treasury for more than 15 years, with her most recent roles as Treasury's Acting Head of Corporate and General Counsel. Ms Christensen has extensive experience in a broad range of matters relevant to the public sector, along with corporate governance and delivery expertise in major commercial, corporate, policy and legislative projects.

Detective Chief Superintendent Stephen Loth General Manager, Operations Support

MLead&Mgt (Pol), GradCertAppMat, GAICD, appointed as Acting General Manager, Operations Support on 10 July 2023, and appointed as General Manager on 30 October 2023.

Responsible for the Operations Support division, including electronic collections, intelligence support, human source, witness protection, technical surveillance, physical surveillance and forensic computing and property.

With over 30 years' experience in the Queensland Police Service, Mr Loth has held several senior leadership roles in QPS investigative units and more recently held leadership roles in the Crime and Corruption Commission during two previous secondments as Director, Corruption Operations and Executive Director, Crime Operations.

Dr Rebecca Denning

General Manager, Strategy & Renewal

BCrim&CrimJus (Hons), PhD, GAICD, appointed on 26 July 2019.

Responsible for the Strategy and Renewal division that works to lead the transformation of the CCC, by supporting strategic planning, delivering strategic and business improvement activities, and developing strategic capabilities.

Dr Denning has extensive executive leadership, policy, research, and change experience, having worked in public and private sectors, predominantly in the criminal justice sector.

See page 64 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 QPS. At the end of 2023–24, our workforce equated to 341 full-time equivalent (FTE) employees.

Employee profile

Table 5: Full-time equivalent employees by division

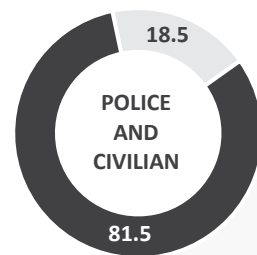
Division	FTE ¹
Corruption	95.1
Crime	62.2
Office of the Commission	9.4
Operations Support	75.0
Corporate Services; Legal, Risk and Compliance; Information Services	70.8
Strategy and Renewal	28.5
Total	341.0

Note:

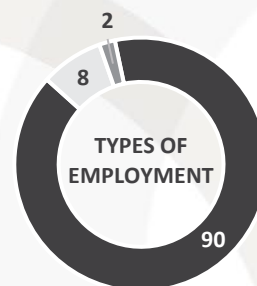
1. Full-time equivalent refers to all permanent, temporary and casual employees (including Commissioners).

Of our civilian workforce, 90 per cent are employed on a permanent basis.⁵ This is higher than the wider Queensland public sector’s reported figure of 82 per cent (as at March 2023).

Figure 21: Our employee breakdown



■ 18.5% Police ■ 81.5% Civilian



■ 90% Permanent ■ 8% Temporary ■ 2% Casual

⁵ This includes CCC officers on five-year fixed-term contracts of employment.

Diversity and inclusion

We are committed to supporting equity and diversity.

Table 6: Gender

Gender ¹	Number (Headcount)	Percentage of total workforce (calculated on headcount)
Woman	202	55.2%
Man	164	44.8%
Non-binary	0	0%

Note:

1. Data is based on employees who have voluntarily disclosed this information to us.

Table 7: Diversity target group data

Diversity Groups ¹	Number (Headcount)	Percentage of total workforce (calculated on headcount)
Woman	202	55.1%
Civilian	189	51.6%
Police	13	3.5%
Aboriginal Peoples and Torres Strait Islander Peoples	<5	1%
People with disability	<10	2%
Culturally and Linguistically Diverse – Speak a language at home other than English ²	14	4%

Notes:

1. Data is based on employees who have voluntarily disclosed this information to us.
2. This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

Table 8: Target group data for women in leadership roles

	Women (Headcount) ¹	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s155 ¹ equivalent combined)	14	50%
Civilian	13	46.4%
Police	1	3.6%
Senior Executive Service and Chief Executives (Classified and s122 ¹ equivalent combined)	7	46.7%
Civilian	7	46.7%
Police	0	0%

Note:

1. *Public Sector Act 2022* (Qld).

See pages 43-47 for more information on our activities to support these outcomes.

Workplace health and safety

We maintain a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011* (Qld).

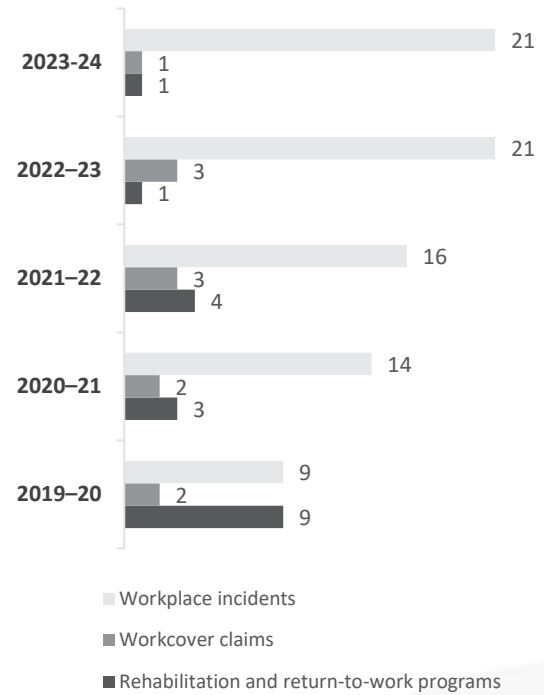
In 2023–24 we managed 21 reported workplace health and safety incidents.

Table 9: Reported Workplace health & safety incidents

Category	Number
Slips, trips and falls	6
Body stressing	3
Hit/hit by object	3
Vehicle incidents	2
Chemical/substance	2
Mental stress	1
Other	4

Of these 21 incidents, 12 did not require treatment, first aid was provided for five incidents, and four required medical treatment. During the period one accepted WorkCover claim was managed. We also provided one rehabilitation and return-to-work program, which resulted in the successful return to work for the employee.

Figure 22: Workplace incidents, WorkCover claims and rehabilitation and return-to-work programs



Early retirement, redundancy and retrenchment

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

Our governance and oversight

The CCC's *Governance Framework* establishes the principles, behaviours and processes that guide our work. Good corporate governance not only supports good decision-making, it also helps us identify ways to improve our business processes and internal culture.

The CCC's *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 staff, 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

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

- **Strategic oversight** — understanding the CCC's operating environment, identifying strategic risks and 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 the CCC's *Governance Framework*.

- **Portfolio assessment** — setting priorities in alignment with strategic goals and objectives, endorsing investigations for decision-maker approval, and approving projects (including resource allocation). This also includes assessing complaints assessed as meeting the elements of serious, systemic and strategic in accordance with the Complaints Assessment Model.
- **Portfolio review** — analysing business activity and optimising the focus of CCC investment by regular oversight of approved investigations and projects.

Membership of the ELT includes the Chairperson, CEO, Senior Executive Officer (Corruption), Senior Executive Officer (Crime), General Manager, Operations Support and General Manager, Strategy and Renewal.

Budget Management Committee

The Budget Management Committee (BMC) is a sub-committee of the ELT and assists the CEO and the Chairperson in their responsibilities related to financial management.

The committee acts as a review body over the financial and budget processes of the CCC.

The Budget Management Committee comprises the ELT and the Chief Finance Officer.

Organisational Safety and Wellbeing Committee

The Organisational Safety and Wellbeing (OS&W) Committee is responsible for providing a focal point for staff participation in the CCC's safety and wellbeing program and assisting the CCC to meet its legislative requirements under the *Work Health and Safety Act 2011*.

The OS&W Committee acts as a review body over the safety and wellbeing processes of the CCC by:

- monitoring conditions to ensure that staff safety and wellbeing are safeguarded
- promoting a cooperative approach with regards to relevant safety and wellbeing issues.

Committee membership comprises of both management and employee representatives from all divisions. The three management representatives are the CEO (committee Chair), the Director, Human Resources and the Safety Adviser.

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of our agency.

The ARMC is a five-person committee consisting of the CEO (the Commission's nominee), two internal members and two external members, one of whom is the ARMC Chair (see Table 10). The CCC Chairperson is an ex officio member of the committee. The CCC's Senior Internal Audit Manager and Chief Finance Officer, as well as representatives from the QAO, have standing invitations to attend ARMC meetings.

Key achievements for 2023–24:

- Endorsed the CCC Internal Audit Plan 2024–25, *Strategic Internal Audit Plan 2024–29* and our Annual Financial Statements 2022–23.
- Monitored the ongoing delivery of our Internal Audit Program 2023–24 and the progress of implementing internal audit and external review recommendations.
- Received and considered the QAO Closing Report 2022–23, Interim Management Report 2023–24 and endorsed their Audit Plan 2023–24.
- Noted updates to some of our accounting and financial related policies and the ARMC Charter. Meetings were held on a quarterly basis.

Table 10: Membership and meetings of the ARMC

Name	Position	Meetings attended
Mr Ian Hall ¹	ARMC Chair (external)	4
Mr Stuart Hatton ²	External member	4
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	3
Ex officio members		
Mr Bruce Barbour	CCC Chairperson	2
Invitees		
Mr Wayne van der Poll	CCC Senior Internal Audit Manager	4
Mr Paul Bracegirdle	CCC Chief Finance Officer	3

Notes:

1. As an external Chair of the ARMC, Mr Hall was remunerated \$8,000 during 2023–24.
2. As an external member of the ARMC, Mr Hatton was remunerated \$5,000 during 2023–24.

Risk management

Risk management is a key element of good governance and essential in providing risk-based data to inform decision making in the management of the CCC's business operations and pursuit of its statutory purpose. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Commission which is responsible for setting our agency's *Risk Appetite Statement* and ensuring our strategic risks are identified and managed in accordance with our *Risk Management Framework*.

Our *Risk Management Framework* aligns with the international standard ISO 31000:2018 Risk Management – Guideline and incorporates the principles of the 'three lines of defence model'. The *Risk Management Framework* embeds the *Risk Appetite Statement* set by the CCC leadership across our agency. The *Risk Appetite Statement* informs the approach taken by Commission officers in their day-to-day work, including when making decisions, undertaking activities and assessing identified risks.

The management of our strategic risks is also embedded across our strategic, operational and business plans to ensure they are addressed effectively and consistently across our agency and minimised through targeted resource allocation and a robust system of internal controls. A new, problem-based approach to the management of strategic risks has been adopted in 2023-24. The CCC is putting in place risk management plans for key divisions and work areas.

The management of risk in our projects is embedded in our *Portfolio, Program and Project Management Framework* and supporting project management tools.

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

- Fraud and Corruption Control Plan (aligns to AS 8001–2021).
- Information Security Management Framework (aligns to QG IS18:2018 and ISO/IEC 27001).

In 2023–24, we:

- Delivered a data-driven approach to risk-based resource allocation that supports the CCC in delivering on its purpose and strategic objectives to mitigate risk and leverage opportunities.
- Undertook the process of mapping risks to the risk appetite statement to deliver insights on the relationship to risks, opportunities for greater risk management to be adopted, and impact of treatments on performance.
- Adopted a holistic approach to governance, risk and compliance that leads to better policy and risk management outcomes.
- Developed tools to identify risks with a prioritisation of data capture and analysis to prioritise risks for treatment.

In June 2024, a pilot was undertaken that aimed to develop a renewed approach to the development and drafting of internal policy documentation (including the Operations Manual) to ensure they are understood, applied correctly and clear. This work will continue into 2024–25 with policies prioritised with a risk-based approach and comprehensive internal consultation.

Responding to emerging opportunities and risks

Each year through the annual strategic planning process, we consider the changing nature of our operating environment on the risk profile of our work. At the end of 2023–24, our risk strategy was drafted to address strategic risks and opportunities in our strategic plan 2023–27.

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 2023–24 include:

- Developing our *Internal Audit Plan 2024–25* and *Strategic Internal Audit Plan 2024–29* based on our strategic and operational risks and presented both plans to our ARMC.
- Completing seven internal audits (DTP - Vic Roads Agreement; AUSTRAC Memorandum of Understanding; Personal Property Securities Register Memorandum of Understanding; Overt and Covert corporate credit cards, Fleet Management, Timesheet and Leave Management).
- Monitoring and reporting on the status of implementation of recommendations from internal audits and external reviews.
- Supporting 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 audits the CCC's financial statements in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2023–24, the CCC received an unqualified audit report.

External scrutiny

Parliamentary Crime and Corruption Committee

The PCCC is a bipartisan committee whose principal functions are to monitor and review the performance of the CCC's functions and structure, reporting to the Queensland Parliament on relevant matters, and considering and giving bipartisan support to the appointment of the CCC's Chairperson, Deputy Chairperson, Ordinary Commissioners and CEO.

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.
- Deals with ad hoc issues concerning us.

In 2023–24, the CCC met formally with the PCCC four times in both public and private meetings, to discuss our current activities and performance.

See pages 27–30 for more information related to our reporting on our progress against recent external inquiries and reviews.

Parliamentary Crime and Corruption Commissioner

The PCCC is assisted in its oversight process by the Parliamentary Crime and Corruption Commissioner (the 'Parliamentary 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 inspections and audits of the CCC's records and files.

In 2023–24, the Parliamentary Commissioner:

- Inspected the CCC's 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.
- Reviewed intelligence data held by the CCC.

Where issues were raised by the audits and inspections, we took appropriate action to address those issues.

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. The Commission also submits to the Minister an annual budget.

Public Interest Monitor

The Public Interest Monitor must ensure the CCC complies with the *Crime and Corruption Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009*. This includes examining the CCC's 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 the CCC's coercive powers, including applications for warrants, in the review of our decisions and in deciding contempt of court matters in relation to our hearings.

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 the CCC's functions in relation to major crime and specific intelligence operations. The CCC's 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)
- two community representatives appointed by the Governor-in-Council upon the recommendation of the Minister.

The 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 the CCC or the QPS.

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 otherwise be unlawful — for example, buying illicit drugs.

The committee comprises:

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

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

Witness identity protection certificates issued

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

During the reporting period, 14 certificates were issued by the Commissioner of Police on the basis that they were satisfied the disclosure of the operative’s identity was likely to endanger the safety of the operative. Six witness identity protection certificates issued by the Commissioner of Police were cancelled due to no evidence being required by the operative.

No certificates were issued by the CCC Chairperson in 2023–24.

Audits of our warrant records

The Commonwealth Ombudsman conducts inspections of the CCC’s stored communications and telecommunications data records, while Queensland’s Parliamentary Commissioner inspects telecommunications interception records.

The Parliamentary Commissioner continues to report favourably on the CCC’s procedures regarding obtaining telecommunications interception warrants and managing telecommunications interception warrant information. Both the September 2023 and February 2024 reports noted that the CCC was compliant with record keeping obligations under sections 14, 15 and 16 of the TI Act and restricted records obligations under sections 18, 19 and 20 of the Act.

The CCC self-reported two contraventions of the TIA Act to the Parliamentary Commissioner.

In November 2023, the Commonwealth Ombudsman conducted an inspection of the CCC’s telecommunications data and stored communications records for the period 1 July 2022 to 30 September 2023.

The CCC was assessed as having a mature compliance culture in relation to its telecommunications data records. The Commonwealth Ombudsman commented that the CCC demonstrated a continued commitment to compliance, evidenced by a comprehensive governance framework comprising templates, training packages, fit for purpose guidance documents and robust quality assurance processes including monthly audits.

The Commonwealth Ombudsman identified an error in the Commission’s telecommunications data annual report statistics but was satisfied that the CCC had implemented controls to ensure accuracy in Ministerial reporting.

The Commonwealth Ombudsman was unable to accurately assess the CCC’s compliance culture in relation to stored communications as the powers had not been used during the reporting period. However, the Commonwealth Ombudsman inspected the Commission’s governance framework and was confident that the CCC had strong practices in place.

Table 11: Use of powers 2023–24¹

Description	Crime		Corruption	Proceeds of crime
	Investigation	Intelligence		
Notices issued to attend hearing	156	0	19	N/A
Notices to produce	141	0	N/A	78
Search warrants	53	0	7	N/A
Notices to discover information	N/A	N/A	108	N/A

Note:

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

Securing and managing our information

Information Security attestation

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

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

There were no information security issues of material concern in 2023–24.

Managing our records

We are committed to the responsible management of records in line with the requirements of the *Public Records Act 2002*, the *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. New employees are provided copies of the CCC *Recordkeeping Policy* and the *Information Security Classification Policy and Procedure* to help them understand how records are securely managed within the CCC. All employees of the CCC who utilise the electronic document and records management system (eDRMS) are also subject to regular auditing to ensure compliance with both CCC and legislative guidelines.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant, and contemporary.

Throughout the reporting period, the management and handling of sensitive information across the CCC was strengthened through the review and reworking of

document filing structures to ensure that they continue to meet the requirements of operational areas whilst remaining compliant with our legal recordkeeping obligations.

We have continued reviewing the electronic storage and management of lawfully obtained Telecommunication Interceptions to ensure that our processes remain consistent with the *TIA Act* and the *TI Act* and continue to be appropriate.

Secure file sharing platform

We completed implementation of a secure file sharing platform. This solution will greatly assist in interagency information exchange in a secure electronic way. This will service the expanding need to exchange large or numerous files in a timely and efficiency way. It will facilitate a significant reduction in the physical exchanges of information.

Retention and disposal of records

We retain our records in accordance with retention and disposal schedules approved by the QSA. We are progressing a backlog of disposals with an additional resourcing.

Aligning our services

To improve our maturity and ensure continued alignment with changing and growing business expectations, we have implemented a new operating model for the Information Services division, which seeks to grow the records management function with the broader aim of encompassing management of a larger component of the organisation's information holdings. This will provide for greater scope in terms of the auditing we can undertake which will boost the integrity/accuracy of our information management and improve the breadth of records visibility in the CCC.

CCC Open Data

The following data sets are published on the Open Data website at www.data.qld.gov.au:

- Consultancies
- Overseas travel
- Language services.

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

Financial information

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About the financial statements

The financial statements highlight our financial performance and overall position as at 30 June 2024.

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 CEO 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 2024, our expenses exceeded revenues by \$0.156 million, resulting in an operating deficit. The CCC deferred \$6.4 million in funding to future years to utilise to invest in the development of new *Investigation Case Management Systems* for its crime and corruption functions.

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 2024, our equity was valued at \$29.855 million, decreasing by \$0.156 million due to the operating deficit for 2023–24.

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 2024, our non-current assets of \$5.785 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 20-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 Notes 10 and 11) 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 2024.

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 2023–24 financial year, we received \$72.487 million in cash and paid out \$70.559 million in cash to manage our operating activities. In addition, \$1.227 million in cash was invested in capital acquisitions. Our cash balance at 30 June 2024 was \$25.931 million compared with \$25.215 million at 30 June 2023. The increase in cash of \$0.716 million is mainly due to the current year operating deficit plus depreciation and amortisation expenses when compared with capital expenditure for the year to 30 June 2024.

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 12 months ended 30 June 2024

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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 12 months ended 30 June 2024

OPERATING RESULT	Notes	2024 Actual \$'000	2024 Original Budget \$'000	Budget Variance* \$'000	2023 Actual \$'000
Income from Continuing Operations					
Grants and other contributions	2	70,591	74,708	(4,117)	68,347
Interest		1,648	800	848	993
Other revenue		96	100	(4)	132
Total Revenue		72,335	75,608	(3,273)	69,472
Gains on disposal of property, plant and equipment		18	25	(7)	91
Total Income from Continuing Operations		72,353	75,633	(3,280)	69,563
Expenses from Continuing Operations					
Employee expenses	3	53,109	53,542	(433)	45,137
Supplies and services	5	15,497	18,250	(2,753)	14,209
Depreciation and amortisation	8,9,10	2,148	2,435	(287)	2,288
Finance costs		29	36	(7)	24
Other expenses	6	1,726	1,370	356	1,474
Total Expenses from Continuing Operations		72,509	75,633	(3,124)	63,132
Operating Result from Continuing Operations		(156)	-	(156)	6,431
Total Comprehensive Income		(156)	-	(156)	6,431

* An explanation of major variances is included at Note 18.

The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Financial Position
for the 12 months ended 30 June 2024

	Notes	2024 Actual \$'000	2024 Original Budget \$'000	Budget Variance* \$'000	2023 Actual \$'000
Current Assets					
Cash and cash equivalents	7	25,931	25,869	62	25,215
Receivables		1,126	872	254	1,005
Other assets		1,312	875	437	1,343
Total Current Assets		28,369	27,616	753	27,563
Non-Current Assets					
Intangible assets	8	322	422	(100)	606
Property, plant and equipment	9	4,689	5,931	(1,242)	5,389
Right-of-use assets	10	630	609	21	945
Other assets		144	50	94	48
Total Non-Current Assets		5,785	7,012	(1,227)	6,988
Total Assets		34,154	34,628	(474)	34,551
Current Liabilities					
Payables	11	2,183	2,174	9	2,351
Lease liabilities	10	323	446	(123)	300
Accrued employee benefits	12	1,199	1,299	(100)	948
Other		13	12	1	16
Total Current Liabilities		3,718	3,931	(213)	3,615
Non-Current Liabilities					
Lease liabilities	10	345	380	(35)	668
Provisions	13	236	235	1	257
Total Non-Current Liabilities		581	615	(34)	925
Total Liabilities		4,299	4,546	(247)	4,540
Net Assets		29,855	30,082	(227)	30,011
Equity					
Contributed equity		16,168	16,168		16,168
Accumulated surplus		13,687	13,914	(227)	13,843
Total Equity		29,855	30,082	(227)	30,011

* An explanation of major variances is included at Note 18.
The accompanying notes form part of these statements

CRIME AND CORRUPTION COMMISSION
Statement of Changes in Equity
for the 12 months ended 30 June 2024

	Accumulated Surplus	Contributed Equity	TOTAL
	\$'000	\$'000	\$'000
Balance as at 1 July 2022	7,412	16,168	23,580
Operating result from continuing operations	6,431	-	6,431
Balance as at 30 June 2023	13,843	16,168	30,011

	Accumulated Surplus	Contributed Equity	TOTAL
	\$'000	\$'000	\$'000
Balance as at 1 July 2023	13,843	16,168	30,011
Operating result from continuing operations	(156)	-	(156)
Balance as at 30 June 2024	13,687	16,168	29,855

The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Cash Flows
for the 12 months ended 30 June 2024

	Notes	2024 Actual \$'000	2024 Original Budget \$'000	Budget Variance* \$'000	2023 Actual \$'000
Cash flows from operating activities					
Inflows					
Grants and other contributions	2	69,050	73,543	(4,493)	67,045
Interest receipts		1,632	800	832	913
GST input tax credits from ATO		1,679	1,166	513	1,585
GST collected from customers		27	-	27	29
Other		99	100	(1)	128
Outflows					
Employee expenses		(54,308)	(53,542)	(766)	(45,435)
Supplies and services		(10,552)	(14,201)	3,649	(11,288)
Supplies and services - Property rental		(3,850)	(3,989)	139	(3,517)
GST paid to suppliers		(1,666)	(1,143)	(523)	(1,607)
GST remitted to ATO		(28)	(28)	-	(35)
Other		(155)	(186)	31	(145)
Net cash provided by/(used in) operating activities		1,928	2,520	(592)	7,673
Cash flows from investing activities					
Inflows					
Sales of property, plant and equipment		348	149	199	524
Outflows					
Payments for property, plant and equipment	9	(1,227)	(2,300)	1,073	(1,544)
Net cash provided by/(used in) investing activities		(879)	(2,151)	1,272	(1,020)
Cash flows from financing activities					
Outflow					
Finance lease payments	10	(333)	(288)	(45)	(333)
Net cash provided by/(used in) financing activities		(333)	(288)	(45)	(333)
Net increase in cash and cash equivalents		716	81	635	6,320
Cash and cash equivalents at beginning of period		25,215	25,788	(573)	18,895
Cash and cash equivalents at end of period	7	25,931	25,869	62	25,215

* An explanation of major variances is included at Note 18.

The accompanying notes form part of these statements.

Reconciliation of Operating Result to Net Cash Provided by Operating Activities

CRIME AND CORRUPTION COMMISSION
Statement of Cash Flows
for the 12 months ended 30 June 2024

	2024	2023
	\$'000	\$'000
Operating result from continuing operations	(156)	6,431
Depreciation and amortisation expense	2,148	2,288
Losses on disposal of property, plant and equipment	31	27
Gains on disposal of property, plant and equipment	(18)	(91)
Finance costs	29	24
Change in asset and liabilities:		
(Increase)/decrease in other receivables	3	(4)
(Increase)/decrease in GST receivable	12	(27)
(Increase)/decrease in long service leave reimbursement receivable	(118)	59
(Increase)/decrease in annual leave reimbursement receivable	(2)	36
(Increase)/decrease in interest receivable	(16)	(80)
(Increase)/decrease in prepayments	(65)	(196)
Increase/(decrease) in accounts payable	(168)	(446)
Increase/(decrease) in accrued employee benefits	251	(352)
Increase/(decrease) in unearned revenue	(3)	4
Net Cash Provided by operating activities	1,928	7,673

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2023–24

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Objectives of the Crime and Corruption Commission (CCC)

The Crime and Corruption Commission (CCC) is an independent statutory body set up to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. We investigate crime and corruption, have oversight of the public sector including police, and protect witnesses.

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*.

Australian Accounting Standards and Interpretations applicable to not-for-profit entities.

Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2023.

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 2023-24.

(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 Judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have the potential to cause a material adjustment to the carrying amount of assets and liabilities and associated depreciation and amortisation expenses within the next period. Such estimates, judgements 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).
- Valuation, depreciation and impairment of Property, Plant and Equipment (Note 9).
- Right-of-use Assets and Lease Liabilities (Note 10).
- Provisions (Note 13).
- Contingencies (Note 15).

(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.

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. Grants are accounted for under AASB 1058 Income of Not-for-Profit Entities, whereby revenue is recognised upon receipt of the grant funding.

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.

	2024 \$'000	2023 \$'000
Grants		
Queensland Government grant ¹	69,050	67,045
Other Contributions – Services Received Below Fair Value (Note 6)		
Queensland State Archives	166	135
Employee costs for police secondments from Queensland Police Service (QPS) ²	1,375	1,110
	<u>1,541</u>	<u>1,302</u>
Total	<u>70,591</u>	<u>68,347</u>

¹ 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.

² As at 30 June 2024, 8 police FTEs were seconded to the CCC from the QPS and paid for by the QPS (2023: 8 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. Refer to Note 13 for balances.

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. Refer to Note 13 for balances.

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. Refer to Note 13 for balances.

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.

Note 3: Employee Expenses (cont'd)

	2024	2023
	\$'000	\$'000
Employee Benefits		
Wages and salaries	39,751	34,550
Annual leave levy/expense	2,873	2,444
Long service leave levy/expense	1,105	964
Employer superannuation contributions	6,145	4,565
Other employee benefits	170	133
Employee Related Expenses		
Workers' compensation premium	468	343
Payroll tax	1,798	1,493
Other employee related expenses	799	645
Total	53,109	45,137

	2024	2023
Number of full-time equivalent (FTE) employees ¹	341	313

¹ As at 30 June 2024 it includes 72 (2023: 72) 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 (KMP)

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 and Minister for the Prevention of Domestic and Family Violence. 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 2023-24 and 2022-23. 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.

Acting Chairperson Remuneration

The remuneration paid to the acting Chairperson is determined by the Governor-in-Council. When acting as the Chairperson, the appointees will continue to receive their substantive superannuable salary, plus will receive the pro-rata difference between their substantive superannuable salary and the salary paid to the Chairperson which is equivalent to the salary paid to a Supreme Court Judge.

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)

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 Sector Commission as provided for under the *Public Sector Act 2022*, and approved by the Minister.

For the 2023-24 year, the remuneration for the CEO increased by 9.3% on 24 August 2023. Senior executive personnel remuneration increased by 4% on 1 July 2023 in accordance with government policy.

For the 2022-23 year, in accordance with government policy, the remuneration for the CEO increased by 2.5% on 1 July 2022 and a further 2.5% on 1 September 2022. Senior executive personnel remuneration increased by 2.5% on 1 September 2022.

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.

Name of Commissioner	Position	Date of term commencement	2024 \$'000	2023 \$'000
Kathryn McMillan	Deputy Chairperson	20 December 2022 to current	47	25
Helen Darch	Ordinary Commissioner	14 May 2021 to current	47	46
Peter Dowling	Ordinary Commissioner	3 November 2022 to current	47	31
Simone Webb	Ordinary Commissioner	25 August 2023 to current	39	-
Total			180	116

CRIME AND CORRUPTION COMMISSION

Notes to and forming part of the Financial Statements 2023–24

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

1 July 2023 – 30 June 2024

Position	Contract classification and appointment authority	Monetary Expenses \$'000	Long-Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Total Expenses \$'000
Chairperson	<i>Crime and Corruption Act 2001</i>	560	15	56	631
Chief Executive Officer	<i>CEO, Crime and Corruption Act 2001</i>	369	10	48	426
Senior Executive Officer, Corruption	<i>SES4, Crime and Corruption Act 2001</i>	270	7	39	316
Senior Executive Officer, Crime	<i>SES4, Crime and Corruption Act 2001</i>	279	7	39	325
General Manager, Strategy & Renewal	<i>SES3, Crime and Corruption Act 2001</i>	220	6	32	257
General Manager, Operations Support 10 July 2023 to current	<i>Chief Superintendent, Crime and Corruption Act 2001</i>	239	6	40	286
Total Remuneration		1,937	50	254	2,242

CRIME AND CORRUPTION COMMISSION

Notes to and forming part of the Financial Statements 2023–24

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

1 July 2022 – 30 June 2023

Position	Contract classification and appointment authority	Monetary Expenses \$'000	Long-Term Employee Expenses \$'000	Post-Employment Expenses \$'000	Total Expenses \$'000
Chairperson 2 July 2022 to current	<i>Crime and Corruption Act 2001</i>	552	14	53	619
Chief Executive Officer	<i>CEO, Crime and Corruption Act 2001</i>	314	8	39	361
Senior Executive Officer, Corruption 11 July 2022 to current	<i>SES4, Crime and Corruption Act 2001</i>	263	7	30	300
Senior Executive Officer, Crime	<i>SES4, Crime and Corruption Act 2001</i>	257	7	29	293
General Manager, Strategy & Renewal 15 August 2022 to current ¹	<i>SES3, Crime and Corruption Act 2001</i>	193	5	21	219
General Manager, Corporate Services 1 April 2019 to 14 August 2022 ¹	<i>SES3, Crime and Corruption Act 2001</i>	25	1	3	29
General Manager, Operations Support 12 April 2022 to current	<i>Chief Superintendent, Crime and Corruption Act 2001</i>	213	6	34	253
Total Remuneration		1,817	48	209	2,074

¹ General Manager, Corporate Services was appointed to the General Manager, Strategy & Renewal role in an organisation restructure. The General Manager, Corporate Services position was abolished from 14 August 2022.

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 from each member of the Commission and key executive management personnel for the period 1 July 2023 to 30 June 2024. 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 revenue (Note 2). 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, Note 3 and Note 6).
- Department of the Premier and Cabinet – employee secondments (Note 3).
- WorkCover Queensland – obligations for employee compensation insurance (Note 3).
- Department of Energy and Climate – motor vehicles lease, property rentals and building maintenance (Note 5).
- Queensland State Archives – archival storage services (Note 2 and Note 6).
- Corporate Administration Agency – financial and payroll systems and processing services under the 'Shared Services Provider' model (Note 5).
- Department Of Justice and Attorney-General – legal services through the Director of Public Prosecutions (Note 5).
- Department Of Communities Housing and Digital Economy – Information technology systems and services (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 2023–24

Note 5: Supplies and Services

	2024 \$'000	2023 \$'000
Property rentals ¹	3,850	3,517
Information technology (IT) hardware and software maintenance	2,433	1,964
Consultants and contractors	2,265	2,212
Telecommunications and access costs	1,969	1,668
Legal costs	740	819
Furniture and equipment (non-asset)	614	498
Motor vehicle running costs	568	511
Security	555	511
Travel	490	516
Corporate service providers	435	409
Building and equipment maintenance	389	461
Operational expenses	329	399
Electricity	312	233
Software purchases	53	9
Other	495	482
Total	15,497	14,209

¹ 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. The Department of Energy and Climate has substantive substitution rights over the assets used.

Note 6: Other Expenses

	2024 \$'000	2023 \$'000
External audit fees ¹	72	67
Insurance Premiums ²	36	33
Services received below fair value (see Note 2)	1,541	1,302
Losses – On disposal of property, plant and equipment	31	27
Sundry expenses	46	45
Total	1,726	1,474

¹ Estimate of fees payable to Queensland Audit Office relating to the 2023–24 financial statements is \$71,900 (2023 fee: \$66,900).

² 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 received 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.

	2024 \$’000	2023 \$’000
Imprest accounts	4	3
Cash at bank	2,110	2,155
Term deposits	23,817	23,057
Total	25,931	25,215

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 – existing records management system	14 years
Software internally generated	5 years

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2023–24

Note 8: Intangible Assets (cont'd)

	2024	2023
	\$'000	\$'000
Software purchased		
At cost	693	693
Less: Accumulated amortisation	(693)	(684)
	<u>-</u>	<u>9</u>
Software internally generated ¹		
At cost	1,370	1,370
Less: Accumulated amortisation	(1,048)	(773)
	<u>322</u>	<u>597</u>
Total	<u>322</u>	<u>606</u>

¹ The CCC's software internally generated comprises of various computer applications under the Digital Workplace Program (DWP) as well as the data warehousing infrastructure.

Intangibles Reconciliation

	Software Purchased		Software Internally Generated		Total	
	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	9	16	597	874	606	890
Acquisitions		-	-	-	-	-
Disposals		-	-	-	-	-
Impairment		-	-	-	-	-
Transfers between classes		-	-	-	-	-
Amortisation ¹	(9)	(7)	(275)	(277)	(284)	(284)
Carrying amount at 30 June	-	9	322	597	322	606

¹ 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	9–18 years

The useful lives of plant and equipment assets were reviewed during the reporting period and adjusted where necessary.

Note 9: Property, Plant and Equipment (cont'd)

	2024	2023
	\$'000	\$'000
Motor vehicles:		
At cost	2,119	2,107
Less: Accumulated depreciation	(486)	(438)
	1,633	1,669
Computer equipment:		
At cost	3,160	3,195
Less: Accumulated depreciation	(2,816)	(2,794)
	344	401
General and technical equipment:		
At cost	2,640	2,375
Less: Accumulated depreciation	(1,570)	(1,293)
	1,070	1,082
Leasehold improvements:		
At cost	15,625	15,346
Less: Accumulated depreciation	(13,996)	(13,396)
	1,629	1,950
Work in Progress		
At cost	13	287
Total	4,689	5,389

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2023–24

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	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Carrying amount at 1 July	1,669	1,541	401	761	1,082	818	1,950	2,361	287	482	5,389	5,963
Acquisitions	640	942	175	57	112	406	300	139	-	-	1,227	1,544
Disposals ¹	(353)	(461)	-	-	(3)	-	-	-	-	-	(356)	(461)
Transfers between classes	-	-	-	-	274	195	-	-	(274)	(195)	-	-
Restoration cost adjustment	-	-	-	-	-	-	(21)	32	-	-	(21)	32
Depreciation ²	(323)	(353)	(232)	(417)	(395)	(337)	(600)	(582)	-	-	(1,550)	(1,689)
Carrying amount at 30 June	1,633	1,669	344	401	1,070	1,082	1,629	1,950	13	287	4,689	5,389

¹ 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.

² Depreciation is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive Income.

Note 10: Right-of-use Assets and Lease Liabilities

Accounting Policy:

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.

Right-of-use assets

	2024 \$'000	2023 \$'000
Opening balance 1 July	945	309
Lease addition	-	951
Less: Accumulated depreciation	(315)	(315)
Total	630	945

Lease Liability

	2024 \$'000	2023 \$'000
Current		
Finance lease liability ¹	323	300
Total	323	300
Non-Current		
Finance lease liability ¹	345	668
Total	345	668

¹ The CCC entered into a three-year office accommodation lease extension on 25 November 2022 for the period of 1 July 2023 to 30 June 2026. The CCC re-valued its lease liability and Right-of-Use (RoU) asset under *AASB 16 Leases* for the extension of lease.

Maturity analysis

The following table shows the undiscounted value for CCC lease liabilities

	Payable in							
	< 1 year		1–5 years		> 5 years		Total	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
Lease liability	341	331	352	693	-	-	693	1,024

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, the CCC is currently paying its suppliers within 20-day payments terms in line with the Queensland Government’s On-time Payment Policy.

	2024	2023
	\$'000	\$'000
Contractual Payables		
Creditors	1,108	838
Queensland Police Service	904	1,361
	2,102	2,199
Statutory Payables		
Payroll Tax	144	122
Fringe Benefits Tax	27	30
	171	152
Total	2,183	2,351

Note 12: Accrued Employee Benefits*

	2024	2023
	\$'000	\$'000
Wages outstanding	47	49
Annual leave levy payable	929	716
Long service leave levy payable	223	183
Total	1,199	948

* 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 at the completion of the lease. 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.

	2024 \$'000	2023 \$'000
Restoration costs	236	257
Total	236	257

	2024 \$'000	2023 \$'000
Movements in provisions		
Restoration Costs		
Balance at 1 July	257	219
Provision adjustment	(22)	32
Finance Costs	1	6
Balance at 30 June	236	257

CRIME AND CORRUPTION COMMISSION
Notes to and forming part of the Financial Statements 2023–24

Note 14: Commitments for Expenditure

Commitments for future expenditure include capital commitments and material expenditure 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 ¹		Capital Expenditure		Total Commitments	
	2024	2023	2024	2023	2024	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Not later than one year	4,388	4,166	16	16	4,404	4,182
Later than one year and not later than five years	4,618	9,006	-	-	4,618	9,006
Total	9,006	13,172	16	16	9,022	13,188

¹ 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.

Note 15: 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 2024, 24 cases (2023: 25 cases) were ongoing before various courts, naming the CCC as either an applicant or respondent:

	2024 Number of Cases	2023 Number of Cases
Court of Appeal/High Court	-	1
Supreme Court	1	3
District Court	-	1
Magistrates Court	2	-
Queensland Industrial Relation Commission (QIRC)	-	1
Queensland Civil and Administrative Tribunal (QCAT)	21	19
Total	24	25

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.

The CCC is insured with the Queensland Government Insurance Fund (QGIF). Under the QGIF, the CCC would be able to claim back, less a \$10,000 deduction, the amount paid to successful litigants. Although these matters are still under review, it is considered that any outcomes will not have a material financial impact on the information disclosed in these financial statements.

Note 16: 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

(a) Categorisation of Financial Instruments

The CCC has the following categories of financial assets and financial liabilities:

	Note	2024 \$'000	2023 \$'000
Financial assets			
Cash and cash equivalents	7	25,931	25,215
Contractual receivables		890	757
Total		26,821	25,972
Financial liabilities			
Contractual payables	11	2,012	2,199
Lease liabilities	10	668	968
Total		2,680	3,167

(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.

Note 16: Financial Instruments (cont'd)

(b) Financial Risk Management (cont'd)

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:

Maximum Exposure to Credit Risk		2024	2023
Category:	Note	\$'000	\$'000
Financial Assets			
Contractual receivables		890	757
Total		890	757

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.

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.

	Note	Payable in						Total	
		< 1 year		1–5 years		> 5 years			
		2024	2023	2024	2023	2024	2023	2024	2023
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial liabilities									
Contractual Payables	11	2,012	2,199	-	-	-	-	2,102	2,199
Lease liabilities	10	323	300	345	668	-	-	688	968
Total		2,335	2,499	345	668	-	-	2,680	3,167

Note 16: Financial Instruments (cont'd)

(b) Financial Risk Management (cont'd)

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 17: 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 2024, the CCC held \$346,892 (2023: \$106,510) in a trust bank account as a result of operational activities.

Note 18: Budgetary Reporting Disclosures - Explanation of Major Variances

Note 18A: Explanation of Major Variances – Statement of Comprehensive Income

Grants and other contributions:	The decrease of \$4.117M is due to the deferral of \$6.4M in funding to implement new case management systems offset by \$1.907M from the whole of government wage policy adjustments including cost of living allowances and increases of \$0.376M for the Services Received Below Fair Value.
Interest:	The increase of \$0.848M is due to interest rate increases across 2023–24.
Employee expenses:	The decrease of \$0.433M is due to increased employee vacancies in a tight labour market partially offset by whole of government wage policy adjustments including cost of living allowances.
Supplies and services:	The decrease of \$2.753M is mainly due to reduced expenditure as a result of increased employee vacancies due to market pressures and reduced operating expenditure as a result of capacity issues.
Depreciation and amortisation:	The decrease of \$0.287M is due to asset useful life extensions and minor delays in the completion of asset updates.
Operating results from continuing operations:	The \$0.156M deficit is a result of deferral of \$6.4M in funding from increased employee vacancies due to labour market pressures and reduced operating expenditure as a result of capacity issues.

Note 18B: Explanation of Major Variances – Statement of Financial Position

Property, plant and equipment:	The decrease of \$1.242M is due to reduced depreciation expenses and replacement of property, plant and equipment deferred to future years.
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Note 18C: Explanation of Major Variances – Statement of Cash Flows

Grants and other contributions:	The decrease of \$4.493M is due to the deferral of \$6.4M in funding to implement new case management systems offset by \$1.907M from the whole of government wage policy adjustments including cost of living allowances.
Interest receipts:	The increase of \$0.832M is due to interest rate increases across 2023–24.
Employee expenses:	The decrease of \$0.766M is due to increased employee vacancies in a tight labour market partially offset by whole of government wage policy adjustments including cost of living allowances.
Supplies and services	The decrease of \$3.649M is mainly due to reduced expenditure as a result of increased employee vacancies due to market pressures and reduced operating expenditure as a result of capacity issues.
Payments for Property, plant and equipment:	The decrease of \$1.073M is due to reduced depreciation expenses and replacement of property, plant and equipment deferred to future years.

CRIME AND CORRUPTION COMMISSION
Management Certificate for the year ended 30 June 2023

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 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 2024 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.



Bruce Barbour
Chairperson
Crime and Corruption Commission

Date: 20 August 2024



Jen O'Farrell
Chief Executive Officer
Crime and Corruption Commission

Date: 20 August 2024



Paul Bracegirdle
Chief Finance Officer
Crime and Corruption Commission

Date: 20 August 2024

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 (the 'Commission').

In my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2024, and its financial performance and cash flows for the year then ended; and
- 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 2024, 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 material accounting policy 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 (including independence standards)* (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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of my auditor's report.

Statement

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2024:

- 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.



26 August 2024

Lisa Fraser
as delegate of the Auditor-General

Queensland Audit Office
Brisbane

Appendices

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Appendix A | List of recommendations arising from external inquiries and reviews for which the CCC has direct responsibility

Fitzgerald/Wilson Inquiry

Completed – 11 recommendations

Recommendation 8: The Executive Director Corruption Operations be transitioned to a civilian position as soon as possible.

Recommendation 12: A dedicated position — a Training and Development Officer — be created by the CCC to coordinate enhanced induction and ongoing training activities.

Recommendation 14: The Queensland Government adequately resource the CCC to implement the Training Strategy and Plan and to employ a Training and Development Officer on a permanent basis.

Recommendation 15: The current Corruption Strategy, Prevention and Legal unit of the Corruption Division be split into two separate units — Corruption Legal; and Corruption Strategy and Prevention — and each unit be led by an Executive Director.

Recommendation 17: The Executive Director of the Corruption Strategy and Prevention unit have the appropriate skills and experience to deliver the functions of the new unit including proven experience or expertise in the public sector, particularly in public administration and integrity.

Recommendation 18: The Queensland Government adequately resource the CCC to establish the new Corruption Strategy and Prevention unit.

Recommendation 19: The CCC establish an executive director-level governance group within the Corruption Division to oversee corruption investigations. The governance group will report to the Executive Leadership Team, be chaired by the Senior Executive Officer (Corruption) and include (at a minimum) the executive directors of the four business units of the Corruption Division.

Recommendation 20: The CCC enhance the role of the current director-level governance group within the Corruption Division in overseeing corruption investigations and ensure it reports to the executive director-level governance group.

Recommendation 22: A dedicated position — a Policy and Procedure Officer — be created by the CCC to centralise, coordinate, and implement the continued review and improvement of the CCC's operational policies and procedures.

Recommendation 23: The Queensland Government adequately resource the CCC to employ a Policy and Procedure Officer on a permanent basis.

Recommendation 26: The CCC and the Director of Public Prosecutions develop a Memorandum of Understanding outlining the practices and procedures for the referral of matters and the provision of advice, including timeframes.

In progress – 19 recommendations

Recommendation 1: The use of seconded police officers by the CCC is appropriate and should continue (subject to recommendations below).

Recommendation 2: Police officers who are seconded to the CCC retain their police powers as per sections 174 and 255 of the *Crime and Corruption Act 2001*.

Recommendation 3: The current secondment arrangements between the QPS and the CCC be amended to provide the CCC with adequate and appropriate flexibility over the mix of job positions, skills, and experience within the CCC Police Group.

Recommendation 4: The CCC and the QPS jointly review the mix of job positions, skills and experience within the CCC Police Group at least once every two years with a view to ensuring the composition of the CCC Police Group reflects the CCC's operational needs and priorities.

Recommendation 5: The Memorandum of Understanding between the CCC and the QPS be amended to reflect the need for the CCC to have adequate and appropriate flexibility over the mix of job positions, skills and experience within the CCC Police Group.

Recommendation 6: The adequacy of the CCC's current organisational culture in safeguarding against the risk of institutional capture form part of the external review planned by the CCC in response to Recommendation 4 of Report No. 108 of the PCCC

Recommendation 7: The CCC transition to a predominantly civilianised model for its Corruption Division and only retain the number of seconded police officers required at and below director-level to ensure there are effective and efficient corruption investigations.

Recommendation 9: With a view to implementing recommendation 7 over the next five years, the CCC and the QPS jointly review each seconded police officer position within the Corruption Division at or before the conclusion of the secondment period for each of these positions.

Recommendation 10: The joint review process be documented in the existing Memorandum of Understanding between the CCC and the QPS and include principles to guide the review process, including: a. the need for the CCC to increase its civilian investigator capability, and b. the benefits of retaining a proportion of seconded police officers in the division for the purpose of exercising policing powers and contributing to investigations where criminal investigation expertise is required.

Recommendation 11: The CCC ensure investigators assigned to corruption matters are adequately and appropriately inducted on commencement at the CCC and are provided with ongoing training to equip them to investigate corruption effectively.

Recommendation 13: The CCC devise and implement a Training Strategy and Plan to enhance the skills of all investigators assigned to corruption investigations which includes, where necessary, external training.

Recommendation 16: The new Corruption Strategy and Prevention unit is to ensure a corruption prevention and policy perspective informs all corruption investigations.

Recommendation 21: The CCC continue to review and improve its operational policies and procedures to ensure they are clear, concise, consistent, and easy to understand.

Recommendation 24: The CCC work with the Director of Public Prosecutions to develop a process for conducting post-prosecution reviews.

Recommendation 25: The *Crime and Corruption Act 2001* be amended as necessary to give effect to the following changes: a. Other than in exceptional circumstances, before a charge is laid by a seconded police officer during, or following, a corruption investigation, the CCC must seek the opinion of the Director of Public Prosecutions concerning whether a charge may properly be brought having regard to the two-tier test in the Director's Guidelines. b. Notwithstanding any other law or any other provision of the *Crime and Corruption Act 2001*, if the Director of Public Prosecutions advises that a charge should not be brought, the seconded police officer must not charge contrary to that advice. c. If the Director of Public Prosecutions advises a charge may properly be brought and a decision is made by the seconded police officer not to charge, the CCC must report to the PCCC and the Parliamentary Commissioner about the decision made. d. If, because of exceptional circumstances, charges are laid without the Director of Public Prosecutions having first provided its opinion on whether charges may properly be brought, the CCC must, as soon as reasonably practicable, report to the Director of Public Prosecutions in relation to the charge laid and obtain the Director of Public Prosecutions' opinion about the soundness of the decision to charge.

Recommendation 27: The CCC report to the Minister regarding the arrangement for the provision of advice by the Director of Public Prosecutions to the CCC, and about the effectiveness and utility of the Memorandum of Understanding, including timeframes and timeliness of the advice provided by the Director of Public Prosecutions.

Recommendation 28: The CCC report to the PCCC and the Parliamentary Commissioner on the effectiveness and utility of the Memorandum of Understanding, including timeframes and timeliness of the advice provided by the Director of Public Prosecutions.

Recommendation 31: The CCC must report regularly and progressively to the Minister about the implementation and delivery of the recommendations.

Recommendation 32: The CCC must report regularly and progressively to the PCCC and the Parliamentary Commissioner about the implementation and delivery of the recommendations.

Noted but not yet commenced – 1 recommendation

Recommendation 29: The Parliamentary Crime and Corruption Committee, as part of its next five-yearly review of the activities of the Crime and Corruption Commission under section 292 of the *Crime and Corruption Act 2001*, review the arrangement for the provision of advice by the Director of Public Prosecutions to the Crime and Corruption Commission, and examine the effectiveness and utility of the Memorandum of Understanding – thereafter, the Parliamentary Crime and Corruption Committee continue to monitor the arrangements as part of its future five-yearly reviews.

Five-Year Review 2021

Completed – 1 recommendation

Recommendation 11: The CCC produce easily accessible material to assist in the education of persons (and their legal representatives) participating in coercive hearings.

In progress – 4 recommendations

Recommendation 6: The CCC and the QPS update their practices and procedures in regards to public reporting associated with the charging, or investigating, of police officers, to ensure that the outcome is also subject to public reporting, in circumstances where the police officer is cleared of the publicly reported allegations.

Recommendation 7: The secretariat functions for the Commissioner for Police Service Reviews are transferred from the CCC to another appropriate entity, separate from the QPS.

Recommendation 23: The CCC and the Queensland Parliament (through the Speaker of the Legislative Assembly) consider the development and implementation of an information sharing protocol for the dissemination of information held by the CCC that may be relevant to the Parliament in respect of the conduct of Members of Parliament.

Recommendation 29: The CCC develop and deliver additional [*corruption prevention*] training and educational material.

Noted – 2 recommendations

Recommendation 26: There be an ongoing dialogue between the CCC and relevant Queensland and Commonwealth authorities to ensure all possible forms of foreign influence or interference are subject to scrutiny and investigation by relevant agencies.

Recommendation 30: The CCC engage with the Department of Justice and Attorney-General if issues regarding application of the *Human Rights Act 2019* arise, to ensure the CCC's powers are not inadvertently undermined.

DFV Inquiry

Noted but not yet commenced – 2 recommendations⁶

Recommendation 70: The CCC engage external experts in, or those with experience of, civilian control models to assist in the development and implementation of the Police Integrity Unit up until it becomes operational.

Recommendation 71: The CCC, in consultation with the QPS, report to the PCCC, and the Premier, or the Attorney-General in support of the Premier, on the implementation plan milestones every three months until the Police Integrity Unit is fully operational.

See pages 27–30 for more information regarding these recommendations.

⁶ These recommendation will only impact the CCC if the Queensland Government supports the establishment of an independent Police Integrity Unit to be housed within the CCC, as proposed through the following recommendations:

- **Recommendation 68:** Within 18 months, the Queensland Government establish the Police Integrity Unit as an independent and separate unit of the CCC to deal with all complaints in relation to police. The Police Integrity Unit must, at a minimum: • be led by a Senior Executive Officer who is a civilian • provide for whistleblower protections • include a victim advocate • include identified positions for First Nations staff in the intake and victim advocacy teams • include civilian investigators, and transition to a predominately civilianised model as soon as possible • implement an adequate complaints management system, including fit for purpose data collection and reporting, including providing for aggregate trends analysis • publicly report annually on activities and outcomes.
- **Recommendation 69:** Within three months of acceptance of Recommendation 67, the Queensland Government create and publish an implementation plan which clearly identifies timeframes for key implementation activities, with a view to the Police Integrity Unit being fully operational within 12 months of acceptance.

Appendix B | Glossary of terms

ACIC	Australian Criminal Intelligence Commission	FTE	Full-time equivalent
ADW	Analytics Data Warehouse	IBAC	Independent Broad-based Anti-corruption Commission
AFP	Australian Federal Police	ICAC	Independent Commission Against Corruption
APMF	Application Portfolio Management Framework	JAMC	Joint Assessment and Moderation Committee
APSACC	Australian Public Sector Anti-Corruption Conference	MHFA	Mental Health First Aid
ARMC	Audit and Risk Management Committee	NSW	New South Wales
ARRs	<i>Annual report requirements for Queensland Government agencies (2023–24 reporting period)</i>	ODPP	Office of the Director of Public Prosecutions
ATO	Australian Taxation Office	OIA	Office of the Independent Assessor
AUSTRAC	Australian Transaction Reports and Analysis Centre	OMCG	Outlaw Motorcycle Gang
BMC	Budget Management Committee	OS&W	Organisational Safety and Wellbeing Committee
CAM	Complaints Assessment Model	PAICE	People, Accountability, Integrity, Courage, Excellence (the CCC values)
CCC	Crime and Corruption Commission	PCCC	Parliamentary Crime and Corruption Committee
CEO	Chief Executive Officer	PDA	Performance and Development Agreement
CMC	Crime and Misconduct Commission	QAO	Queensland Audit Office
CPCA	<i>Criminal Proceeds Confiscation Act 2002</i>	QJAG	Queensland Joint Analyst Group
CPNQ	Corruption Prevention Network Queensland	Qld	Queensland
Cth	Commonwealth	QPS	Queensland Police Service
dGRC	Digital Governance, Risk and Compliance system	QSA	Queensland State Archives
DJAG	Department of Justice and Attorney-General	RAP	Reconciliation Action Plan
DWP	Digital Workplace Program	SSS	Strategic, Systemic and/or Strategic
eDRMS	Electronic document and records management system	TI Act	<i>Telecommunications Interception Act 2009 (Qld)</i>
ELT	Executive Leadership Team	TIA Act	<i>Telecommunications (Interception and Access) Act 1979 (Cth) (TIA Act)</i>
FAA	<i>Financial Accountability Act 2009</i>	UPA	Unit of public administration
FPMS	Financial and Performance Management Standard 2019	VCG	Values and Culture Group

Appendix C | Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	4
Accessibility	Table of contents	ARRs – section 9.1	3, 113
	Glossary		
	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
General information	Introductory Information	ARRs – section 10	5–15
Non-financial performance	Government’s objectives for the community and whole-of-government plans/specific initiatives	ARRs – section 11.1	N/A
	Agency objectives and performance indicators	ARRs – section 11.2	17–20, 22–24, 31–56
	Agency service areas and service standards	ARRs – section 11.3	21
Financial performance	Summary of financial performance	ARRs – section 12.1	25–26
Governance – management and structure	Organisational structure	ARRs – section 13.1	12
	Executive management	ARRs – section 13.2	58–60
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	4, 70
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	47
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	46
	Queensland public service values	ARRs – section 13.6	N/A
Governance – risk management and accountability	Risk management	ARRs – section 14.1	66
	Audit committee	ARRs – section 14.2	65
	Internal audit	ARRs – section 14.3	67
	External scrutiny	ARRs – section 14.4	67–69
	Information systems and recordkeeping	ARRs – section 14.5	70
	Information Security attestation	ARRs – section 14.6	70
Governance – human resources	Strategic workforce planning and performance	ARRs – section 15.1	43–47
	Early retirement, redundancy and retrenchment	<i>Directive No.04/18 Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	63
Open Data	Statement advising publication of information	ARRs – section 16	4, 70
	Consultancies	ARRs – section 31.1	https://data.qld.gov.au
	Overseas travel	ARRs – section 31.2	https://data.qld.gov.au
	Queensland Language Services Policy	ARRs – section 31.3	https://data.qld.gov.au
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	105
	Independent Auditor’s Report	FAA – section 62 FPMS – section 46 ARRs – section 17.2	106–107

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