



Crime and Corruption Commission

QUEENSLAND

August 2018

## Parliamentary Crime and Corruption Committee Public Report

Activities of the Crime and Corruption Commission  
for the period  
1 March to 31 May 2018

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## About this report

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The report covers the period 1 March to 31 May 2018.

Some investigations undertaken by the CCC cannot be reported on publicly until they are finalised. Reporting on them could compromise a current investigation, cause reputational damage to those people under investigation or risk breaching legislation. Discussing the progress of an investigation also carries with it a risk of identifying people who are assisting by confidentially providing information to the CCC.

Similarly, it is not possible to include detailed reports on short-term or recent performance from the CCC's witness protection program.

The CCC acknowledges there is a public interest in our business and we need to report publicly to our parliamentary oversight committee, the Parliamentary Crime and Corruption Committee. The information in this report strikes a balance between providing information to the public and protecting confidential CCC processes.

More general information about our jurisdiction, work areas, roles and responsibilities can be found at [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au).

# Contents

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About this report .....	2
Contents .....	3
A message on behalf of the Commission .....	4
Year-to-date highlights .....	6
CCC Strategic Plan 2017–21 .....	7
Agency overview .....	8
Areas of focus 2017–18 .....	9
Key statistics .....	18
Police Service Reviews .....	25
Appendix A.....	26
Appendix B.....	28
Appendix C.....	30

## CCC Commissioners



Alan MacSporran QC  
Chairperson



Sydney Williams QC  
Deputy Chairperson



Marshall Irwin  
Commissioner



Prof. Anne Tiernan  
Commissioner



Deborah Holliday  
Commissioner

## A message on behalf of the Commission

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I am pleased to present this report to the Parliamentary Crime and Corruption Committee on the activities of the Crime and Corruption Commission for the period 1 March to 31 May 2018.

As part of events to celebrate International Women's Day, on 8 March, staff from the CCC attended the Public Safety Portfolio's *International Women's Day 2018* awards ceremony and luncheon. This year's theme was 'Connecting and empowering through partnerships' and key-note speakers included journalist and child safety campaigner, Kay McGrath. The event was a great opportunity to connect with members of our community and to hear about the achievements of women and men across the public sector.

Since commencing as Chairperson of the CCC we have engaged in significant collaboration with the Queensland Police Service (QPS) and other stakeholders to advance reforms of the police discipline system. While we await further legislative change, the QPS is implementing a new suite of policies and procedures to support an effective discipline model. State-wide information sessions are also being held to ensure that all police staff are informed of the changes prior to 1 July 2018.

The CCC established Taskforce Flaxton in March 2018 to examine corruption risks in Queensland Corrective Services facilities. Taskforce Flaxton has focused on adult prisons and work camps in Queensland, including two privately run facilities. Following a call for public submissions on the issue, the CCC received 29 submissions from stakeholders and members of the public. This was followed by a program of live-streamed public hearings where 30 witnesses gave evidence over 13 days. Hearings are expected to recommence in August and the CCC will produce a public report on its findings in early 2019.

In May the CCC hosted a Corruption Prevention Practitioners Forum. This meeting brought together representatives from integrity and law enforcement agencies across Australia, including the Independent Commission Against Corruption Australian (ICAC) and the Australian Commission for Law Enforcement Integrity (ACLEI). The forum provides networking opportunities for peer agencies to identify corruption matters that may be common to all agencies, and to discuss practical measures for dealing with them. The forum also provides a platform for joint action in national initiatives such as the Griffith University project, *Strengthening Australia's National Integrity System: Priorities for Reform*.

Privacy Awareness Week took place in May, and as an agency that promotes integrity in the public service, it's vital the CCC maintains and promotes the highest standards when dealing with privacy matters. As part of Privacy Awareness Week, a communiqué signed by the Information Commissioner, the Commission Chief Executive (Public Service Commission) and myself was sent to all Queensland public sector agencies reminding staff of their responsibilities in relation to personal data. The CCC has dealt with a number investigations in recent times where individuals have accessed confidential information without a legitimate reason and this continues to be an area of high-risk. Earlier this year, the CCC published a corruption prevention paper titled, *Improper access to public sector databases*, which highlighted this risk to public sector agencies and their staff.

On 21 May 2018, the Local Government Electoral (Implementing Stage 1 of Belcarra) and Other Legislation Amendment Bill 2017 received royal assent. The Bill is a result of recommendations made in the CCC's earlier report, *Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government*. While there's still work to do in this area, it's pleasing to note the impact of the CCC's corruption investigations and prevention initiatives aimed at strengthening the integrity of Queensland's local government sector.

**Matters arising from the public meeting of 4 May 2018**

Formal responses to these matters have been provided to the Committee.

**A J MacSporran QC**

**Chairperson**

## Year-to-date highlights

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**21** people arrested on **128** charges resulting from crime investigations



**36** people charged with **163** offences resulting from corruption investigations



**36** proceeds of crime restraining orders involving **\$7.867 M**



**17** recommendations for disciplinary action as a result of corruption investigations



**42** confiscation matters concluded **\$8.596 M** forfeited to the state



**2,879** complaints of suspected corruption received

**3,433** complaints of suspected corruption assessed



**80** crime investigations finalised



**46** corruption investigations finalised



**229** crime and intelligence hearing days



**62** corruption hearing days, including **13** days of public hearings

### Note:

The year-to-date highlights are for the period 1 July 2017 to 31 May 2018. All other figures in the document are for the reporting period 1 March to 31 May 2018, unless otherwise noted.

# CCC Strategic Plan 2017–21

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

### Strategies:

- Pursue areas of high threat through research, intelligence, hearings and investigations.
- Pursue recovery of proceeds of crime for the benefit of Queenslanders.
- Raise awareness of emerging crime and corruption issues.
- Provide independent advice to government in order to inform public policy.

## Objective: Build our organisational capability

### Strategies:

- Implement the CCC people and culture strategy which has been designed to foster an inclusive culture that promotes employee well-being, collaboration, innovation, and engagement.
- Ensure system performance and continuity of information technology services while enhancing and executing plans to modernise our systems.

### 2017–18 Areas of focus:

- Target high threat criminal networks active in the methamphetamine illicit commodity market in Queensland.
- Use crime hearings to continue to monitor outlaw motorcycle gangs in Queensland and to gain a broader understanding of organised crime that poses a risk to Queensland.
- Target industry professionals who facilitate the activities of people engaged in major crime.
- Pursue corruption involving excessive use of force, misuse of confidential information and fraud.
- Collaborate with key stakeholders to implement a program of reform of the police complaints and discipline system.
- Strengthen our stakeholder engagement through the delivery of prevention initiatives targeting high-threat crime and corruption risks.
- Continue to improve organisation performance by focusing on developing our workforce through targeted leadership development programs including workforce mobility, mentoring and talent management initiatives, and implementation of an integrated case management system.

The CCC's full strategic plan can be found on our website: [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au).

# Agency overview

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The Crime and Corruption Commission (CCC) is an independent statutory body established to reduce the incidence of major crime and public sector corruption in Queensland, and to provide the state's witness protection service. It focuses on major crime that poses the greatest threat to the Queensland community and matters that erode the integrity of its public institutions.

Our crime jurisdiction enables us to investigate major crime such as drug trafficking, fraud, money laundering and criminal paedophilia. Our corruption jurisdiction is broad and diverse, including state government departments, public sector agencies and statutory bodies, the Queensland Police Service (QPS), local governments, government-owned corporations, universities, prisons, courts, tribunals and elected officials. The CCC investigates only the most serious or systemic allegations of corrupt conduct.

The *Crime and Corruption Act 2001* sets out our agency's primary functions, powers and governance structure.

## **Investigative powers**

The CCC's investigative powers include search, surveillance and seizure powers. Where we conduct joint investigations with other agencies, we use these powers as well as our expertise in intelligence, financial analysis, forensic computing and covert investigative techniques.

## **Coercive hearings**

The CCC also has powers to conduct coercive hearings that compel people to attend and give evidence, and to produce documents and other material. Coercive hearings are held to investigate major crime and allegations of serious corruption. The CCC can also respond quickly to incidents of terrorism by immediately conducting hearings.

## **Proceeds of crime**

The CCC administers the non-conviction based civil confiscation scheme contained within Chapter 2 of the *Criminal Proceeds Confiscation Act 2002* (CPCA). Under this scheme, property is liable to be restrained if it belongs to, or is under the effective control of, someone who is suspected of having engaged in serious criminal activity. Restrained property is liable to be forfeited to the state unless a person proves, on the balance of probabilities, that it was lawfully acquired.

The CCC also administers the serious drug offender confiscation order scheme contained within Chapter 2A of the CPCA. This is a conviction-based scheme dependent upon a person's conviction of a serious drug offence under the *Penalties and Sentences Act 1992*.

## **Intelligence**

Intelligence informs and guides the CCC's operational and strategic priorities and provides support and direction to the crime and corruption areas. Our intelligence function enhances law enforcement's understanding of the criminal environment in Queensland, increases the CCC's capability to respond to threats and opportunities posed by high-risk crime groups, and enables resource allocation based on assessed levels of threat and harm.

## **Research**

The CCC conducts research to support the proper performance of its functions in areas such as crime, corruption, policing and the criminal justice system.

## **Prevention**

The CCC has a statutory function to prevent crime and corruption.

# Areas of focus 2017–18

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## Area of focus:

### Target high threat criminal networks active in the methamphetamine illicit commodity market in Queensland

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The sale and distribution of illicit drugs remains the most pervasive form of organised crime in Queensland. Though difficult to quantify, its high cost to Queensland is clear in the toll it takes on individuals, families and communities, the impost on the state health system and related services, and the increasing pressures on law enforcement.

Consistent with the CCC's threat assessment and with state and national ice strategies, the CCC continues to prioritise intelligence gathering and investigations around high-threat networks involved in manufacturing methamphetamine (in particular, ice) in Queensland and New South Wales, and the trafficking of ice into, and within, Queensland.

#### Understanding the Methamphetamine market

An Intelligence Operation and two target development matters are currently being undertaken on high threat criminal networks alleged to be involved in methamphetamine distribution in Queensland.

#### Action on ice plan

The Queensland Government's *Action on ice* aims to break the cycle of drug use by attacking every aspect of the path to addiction, with a focus on reducing supply and demand, and minimising harm. CCC action measures include:

- Prioritise organised crime investigations into high threat criminal networks that are trafficking ice into or within Queensland to disrupt and dismantle those networks and/or supply routes into Queensland.
- Continue to use coercive hearing powers to gain a greater understanding of the unlawful production of ice occurring in Queensland and to disrupt those activities.
- Undertake strategic intelligence and research projects on illicit markets and groups that impact on Queensland, exploring the methodologies, innovations and adaptations used by these groups to undertake these activities and avoid detection by law enforcement.
- Use the proceeds of crime function to restrain and forfeit the assets of those engaged in the trafficking and production of ice in Queensland, to disrupt these activities and prevent reinvestment in illegal activities.

#### Targeting organised crime syndicates engaged in trafficking ice into or within Queensland

##### Investigative hearings

Hearings were held in support of a QPS investigation of a Brisbane-based organised crime syndicate engaged in trafficking ice, as well as MDMA and cocaine, sourced from a Sydney-based Middle-Eastern organised crime network. The investigation has resulted in the arrest of all Brisbane-based members of this syndicate, and remains ongoing.

Hearings were also held as part of an investigation of a Cairns-based network engaged in trafficking ice, as well as MDMA and cocaine. It is alleged that the primary target organised multiple deliveries of these commodities from Sydney to Cairns using Australia Post and later private transport companies. The target also allegedly arranged for the shipment by courier of multiple consignments of cannabis from Adelaide to Cairns. Further hearings are likely in the next reporting period.

##### Proceeds recovery

During the reporting period, the CCC received 11 new proceeds of crime referrals where methamphetamine was one of the drugs trafficked. This represented 26.2 per cent of new referrals. Cash and assets valued at \$1.740 M were restrained and forfeitures to the value of \$0.316 M were made in relation to matters involving methamphetamine.

As at 29 May 2018, the CCC had cash and assets to the value of \$17.860m under restraint, which includes action relating to methamphetamine matters commenced in earlier reporting periods.

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### **Area of focus:**

**Use crime hearings to continue to monitor outlaw motorcycle gangs in Queensland and to gain a broader understanding of organised crime that poses a risk to Queensland**

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During the reporting period, the CCC undertook a specific intelligence operation which included intelligence hearings in Brisbane and Townsville about a criminal organisation including members of the Rebels Outlaw Motorcycle Gang (OMCG) believed to be engaged in the trafficking and supply of ice, cocaine and steroids. The association between the members of this network and members of social motorcycle clubs active in North Queensland was also explored. In addition to augmenting our current understanding of these issues, a further investigative opportunity in relation to another Queensland criminal network was also identified as a result of these hearings.

Crime hearings were also held in relation to alleged drug trafficking involving cocaine, MDA and MDMA, and associated money laundering, on the part of a criminal network active in Cairns and Port Douglas. The primary target of the investigation is a former member of the Bandidos OMCG in Victoria, and it will be alleged that he was sourcing his illicit commodities from Victoria. All targets have now been arrested but hearings remain ongoing.

Hearings were held to explore the drug trafficking activities of a Moreton Bay Region based network allegedly engaged in the large scale transport of cannabis from South Australia to south-east Queensland; the hydroponic production of cannabis locally in concealed underground bunkers; and on the organised theft and trafficking in firearms in south-west Queensland.

Further to our previous report, hearings continued during this period in relation to the non-fatal stabbing of a man at Southport in November 2017, suspected to have occurred against a background of illegal drug activity and money laundering by, or on behalf of, members of the Mongols OMCG.

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### **Area of focus:**

**Target industry professionals who facilitate the activities of people engaged in major crime**

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#### **Investigations**

The CCC is continuing two organised crime investigations focussed on suspected fraudulent criminal activity by elements of the legal profession in Queensland.

#### **Intelligence activity**

An intelligence assessment examining the extent to which Queensland organised crime groups are engaging industry professionals to facilitate their criminal activities is currently being undertaken. This assessment will examine the types of professions being used by organised crime groups to enable and/or facilitate criminal activity, the specific activities professional facilitators are engaging in, the methods used by crime groups to recruit and compensate these facilitators, and the implications for law enforcement. Intelligence holdings have been collected from State and Commonwealth law enforcement agencies. A draft assessment is currently being completed. The expected completion date for this assessment is 30 June 2018.

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## Area of focus:

Pursue corruption involving excessive use of force, misuse of confidential information and fraud

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### Taskforce Flaxton

In March 2018, the CCC commenced an examination of corruption and corruption risk in Queensland Corrective Services facilities. Taskforce Flaxton will focus on adult prisons and work camps in Queensland, examining corruption and risks of corruption, features of the legislative, policy and operational environment that may enable corrupt conduct to occur or are vulnerable to corrupt conduct, reforms to better prevent, detect and deal with corrupt conduct within Queensland corrective services facilities.

A public hearing commenced on 14 May 2018, during which 30 witnesses gave evidence. The hearing is expected to recommence in August 2018.

### Excessive use of force

Excessive use of force by a public sector employee against a member of the public constitutes a serious abuse of power. Allegations of this type are most commonly received about police officers and other officers working in corrections and youth detention. The CCC continues to investigate and closely monitor allegations of excessive use of force within the Queensland public sector.

Table 1. Summary of outcomes – use of force investigations and reviews<sup>1</sup>

Description	Number
Investigations (7) and reviews (36) commenced	43
Investigations (0) and reviews (14) finalised	14
Referred back to the UPA as a disciplinary matter or criminal prosecution	0

Note:

1. The CCC monitors the way an agency deals with an allegation of corruption by doing one or more of the following:
  - if the allegation is serious, reviewing the investigation while it is in progress
  - reviewing the outcomes, once the matter has been finalised.

### Improper release of confidential information

The misuse of information continues to be a significant corruption issue facing the Queensland public sector. Allegations relating to the misuse of information currently account for 15 per cent of all allegations received.

The CCC deals with the issue of misuse of confidential information through conducting investigations, reviewing other agency investigations, audits and the development of guidance material for units of public administration (UPAs).

Table 2. Summary of outcomes – improper release of confidential information investigations and reviews

Description	Number
Investigations (4) and reviews (36) commenced	40
Investigations (2) and reviews (11) finalised	13
Criminal charges laid	1
Referred back to the UPA as a disciplinary matter	1
Prevention recommendations	4

## Fraud

Serious fraud in the Queensland public sector and within local government continues to be a significant concern to the CCC. The CCC investigates allegations of serious fraud, reviews other agency investigations, conducts audits and develops prevention and guidance material for UPAs.

Table 3. Summary of outcomes – fraud investigations and reviews

Description	Number
Investigations (2) and reviews (8) commenced	10
Investigations (2) and reviews (2) finalised	4
People charged	2
Criminal charges laid	35
Prevention recommendations	0

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### Area of focus:

Collaborate with key stakeholders to implement a program of reform of the police complaints and discipline system

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#### Memorandum of Understanding

On 11 October 2017, a Memorandum of Understanding (MOU) was signed by representatives of the CCC, the Queensland Government, the State Opposition, the QPS and QPS unions to progress the reform of the police discipline system in Queensland. Since the MOU was signed, two stakeholder consultation meetings have been held. These meetings resulted in an agreement to work towards the proposed legislative changes to the police discipline system. It was acknowledged that any legislative change will not be immediate, therefore an agreement was reached to implement reform policies and processes that did not require a change in legislation, and an implementation date of 1 July 2018 for these changes to take effect.

An agreement was also reached to commence State-wide information sessions, to ensure that all police staff are informed of these changes prior to 1 July 2018. The stakeholders group has developed fact sheets and training products, which will be rolled out in June 2018. The CCC has agreed to support this process with the Chairperson of the CCC providing a statement in support of these reforms, which will be used to assist the QPS with its internal marketing of the 'ethos' behind the changes to the discipline system.

#### Investigation Consultative Process

The Joint Assessment and Moderation Committee (JAMC) assesses allegations against QPS employees in order to identify the appropriate process for dealing with each matter. The objective of the JAMC is to promote and contribute to a fair, effective and timely QPS complaints and discipline system for the benefit of the QPS, CCC and the Queensland community.

The Investigative Consultation Process (ICP) is the second tier of the JAMC process. It enables the QPS and the CCC to collaborate on contemporary investigative methodologies in matters that are the subject of the CCC's statutory monitoring function. As part of the ICP, the progress of matters and the CCC's expectations regarding the investigation and/or criminal, disciplinary and managerial processes are tabled.

During the reporting period JAMC meetings were suspended between 30 March 2018 and 22 April 2018 due to QPS Ethical Standards Command (ESC) officers and managers diverted from their usual duties to assist with the Commonwealth Games. Consequently, only two ICP meetings were held in relation to three matters. This resulted in an undertaking from the ESC that the QPS will reconsider the evidence in all three matters, to see if they agree with the CCC's determination that there is sufficient prima facie evidence to prosecute, criminally, the subject officers in each of those cases.

Although further research is not currently being undertaken into high-risk police officers, the risk matrices (developed by the CCC) are updated every six months to ensure that the assessment criteria is current and valid. The CCC continues to use these matrices to inform its decision making processes, when assessing matters that involve high-risk police officers.

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## Area of focus:

Strengthen our stakeholder engagement through the delivery of prevention initiatives targeting high-threat crime and corruption risks

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### CCC Corruption Audits

As part of our function to reduce corruption in the public sector, the CCC conducts audits which are designed to assess:

- whether an agency has appropriate systems, policies and procedures for dealing with complaints or information about corruption
- whether an agency has met legal requirements and other relevant standards in dealing with such complaints
- how efficiently and effectively an agency or a group of agencies has responded to classes of complaints or corruption risks.

### Corruption Audit Plan 2017–19

The Corruption Audit Plan 2017–19 sets out the proposed program of audits and is available on the CCC website (along with summary audit reports). This year, the CCC has focussed on the following key areas:

- Police corruption assessment
- Secondary employment (in the communities, energy, water and resources sectors)
- Chemical management (in departments, universities and Workplace Health and Safety Queensland)

#### Police corruption assessment

This audit will determine whether the QPS has correctly assessed complaints of corrupt conduct or police misconduct as 'No Further Action' (NFA). Complaints of corrupt conduct or police misconduct that the QPS assess as frivolous, vexatious, lacking in substance or credibility, or those that require an unjustifiable use of resources, do not have to be reported to the CCC. This audit will ensure that the NFA process is being followed correctly and, in addition, will give the CCC and QPS confidence that QPS officers are accurately applying the *Crime and Corruption Act 2001*.

This audit has commenced and the CCC is currently reviewing 113 complaints that the QPS assessed as NFA to determine if they have been correctly assessed. Policies, procedures and work instructions relating to the assessment processes will be reviewed to ensure they remain current. A draft report has been prepared.

#### Secondary employment in the communities, energy, water and resources sectors

The audit will assess the comprehensiveness of secondary employment policies and requirements and will also determine whether management processes are sufficient when addressing existing issues around secondary employment. One of the reasons to undertake this audit is that the impact of outside employment can range from corrupt conduct to perceived minor issues, and can significantly impact service delivery and operational management.

The audit has commenced and the CCC is currently reviewing policies, procedures, processes, and 31 complaint files from the 11 participating agencies. A draft audit report is currently being prepared. This audit is on track for completion by 30 June 2018.

## **Chemical management in departments, universities and Workplace Health and Safety Queensland**

Considering the current national security concern (terrorism level), there may be hazardous chemicals that are on the National Code of Practice for Chemicals of Security Concern (which can be used for a homemade bomb or the production of drugs) and, therefore, adequate security and management of these chemicals is paramount.

The audit will review the handling and storage of hazardous chemicals in agency premises (including laboratories) and will also review how Workplace Health and Safety Queensland employs a risk-based approach to audit scheduling.

The audit is under way with the CCC reviewing agencies' policies and procedures. Visits to eight sites have been completed to inspect the storage and handling of high-risk chemicals, and to walk through the processes. Documentation collected from the sites visited is currently being examined to assess the chemical security controls. This audit is on track for completion by 30 June 2018.

## **Understanding corruption risk**

A broader program of research that seeks to better understand and identify corruption risk continues to progress. This knowledge is essential to target prevention activities on high-risk corruption. The CCC is improving its data analytics capability to support improvements in this area, and exploring collaborative opportunities with leaders in the field.

## **Data capability**

In June 2017, the CCC was advised that two grant applications to the Queensland Big Data Challenge had been successful. The grants support collaborations with CSIRO's Data61 with a view to improving the CCC's analytical capability. The first project seeks to positively demonstrate the capacity of data-driven approaches to identify cases of corruption and indicators of corruption risk. The project will explore ways data can be utilised to:

- detect suspicious activity
- support the detection of corruption or corruption risk
- prove in practice that data linking and data analysis techniques (statistics, machine learning, data mining, and so on) can generate useful insight into corruption risk.

The expected completion date for this project is 30 June 2018.

The project will also evaluate whether this knowledge has the potential to influence operational decisions within the CCC and more broadly across the public service.

The second project is a 'proof of methodology concept' project. The purpose of the project is to:

- test the feasibility and utility of interrogating publicly available information about illicit commodities from various dark web forums and market places; and
- build CCC organisational data analytic capability by partnering with CSIRO Data61.

The expected completion date for this project is 30 September 2018.

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## **Area of focus:**

Continue to improve organisational performance by focusing on developing our workforce through targeted leadership development programs including workforce mobility, mentoring and talent management initiatives, and implementation of an integrated case management system

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## **People capability, culture and communication**

The CCC is committed to ensuring it has a talented and aligned workforce, and that there is a focus on developing our people as individuals, teams, and as one organisation. The CCC's People and Culture Strategy 2017–2021 outlines a range of projects focussed on:

- creating a 1CCC culture
- developing a capable, engaged and mobile workforce
- building leadership capability
- making the CCC a great place to work
- performance excellence.

The CCC's People, Culture, Innovation and Resourcing Board ensures the efficient and successful delivery of all projects with a people, culture and performance focus. The projects in progress are outlined below.

### **Leadership development**

A Leadership Development Program (LDP) was launched in December 2017 targeting key capability gaps for CCC leaders and managers, identified from the analysis of leadership assessments completed in the previous financial year. The four areas the LDP addressed were: managing organisational performance; leading change with agility; engaging ideas, innovation and risk; and navigating complex, ambiguous and political environments. The LDP has been designed to meet the leadership needs of the CCC's Executives, Program Managers and Team Leaders. The program is due for completion in June 2018.

Delivered via a series of facilitated workshops, executive coaching and the creation of peer support relationships, the program is currently being evaluated to assess impact and learnings to date.

Working in partnership with the Queensland Public Service Commission, a 1CCC Leadership Capability Roadmap has been developed to articulate options to grow capabilities that enable the transition to the next level of leadership, and to enhance the mobility of our leadership cohort. The Roadmap has been endorsed by the CCC's Executive Leadership Team and will be implemented shortly.

A trial of the Institute of Public Administration Australia's 'Great Managers' program was conducted in 2017. Designed for adult learning and application, the program focusses on foundational and team leadership skills, and is delivered via a combination of self-paced online lessons and face-to-face video conferencing forums. Following a positive evaluation of the program, another cohort of leaders has commenced the Program in 2018.

### **Workforce mobility**

A Mentoring Program was commenced in December 2017. The mentoring program targets two key professional disciplines and aims to grow capability and improve mobility of these disciplines across the organisation. A mid-point evaluation of the Program has provided insights to inform the design and delivery of subsequent Mentoring Programs in FY 2018-19.

A 1CCC People Capability Growth Strategy is in development. The Strategy will outline the CCC's commitment to developing an agile, flexible, responsive and resilient workforce. To support the 1CCC Capability Development Strategy, research into career development pathways continues to outline development options for staff capabilities and support life-long learning. The career development pathways will align with the Strategy and the Leadership Roadmap.

### **Other initiatives**

Other people and culture initiatives include:

- A 1CCC Narrative has been developed to represent how the CCC works together now and into the future. The 1CCC way of working is being embedded into our culture and day-to-day business processes.
- The 1CCC Values and Culture Group identifies and implements ways to instil organisational values into our working environment. The group are planning for the 1CCC PAICE Awards, scheduled for 14 June 2018, to

recognise individuals and teams that have acknowledged by their peers for demonstrating the organisational values of People, Accountability, Integrity, Courage and Excellence.

- The CCC's Wellbeing Group have developed the CCC's Wellbeing Plan for FY 2018–19, with focus centred on four key areas: healthy body, healthy mind, work safety and community connections.

### **ICT capability**

The CCC's ICT Strategic Plan 2017–2021 aims to provide a digital workplace that enhances the CCC's ability to deliver its purpose. The CCC ICT Capital Program of work for 2017–18 is focused on modernising the information management environment and improving the digital workplace by:

- replacing critical infrastructure
- developing financial modelling, security and technology architecture, planning for a future dual redundant data centre and transition storage and archiving to an 'as a service' model
- establishing business requirements and market scan to replace the telephony, internet and intranet systems.

In this period the following outcomes have been progressed:

- The Information Management operating model which will provide a service catalogue, service level agreement, capability, resource and organisational model is due for completion in June 2018
- Commencement of the Telephony and Internet/Intranet replacement project
- ICT infrastructure replacement is progressing

### **Support the implementation of an Integrated Case Management System**

Program Unify is a significant body of work that will underpin the CCC's future state activities and will ensure the CCC has alignment and integration across all activities. This work includes:

- developing an agency wide operating model, operational framework, governance arrangements and operations manual
- developing a data analytics capability to improve decision making and to drive continuous improvement and innovation
- developing efficient and effective business processes, introducing a new system to support investigations and projects, and enhanced workflow tracking capabilities
- implementing a new case management system.

# Key statistics

(1 March to 31 May 2018)

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## CCC crime and corruption investigations

Table 4. Summary - CCC crime investigations

Description	Number
Total number of investigations finalised	4
People charged	2
Charges laid	8

Table 5. Summary - CCC corruption investigations

Description	Number
Total number of investigations commenced	25
Total number of Investigations finalised	6
Percentage of investigations completed within 12 months	83%
People charged	14 <sup>1</sup>
Charges laid	54 <sup>2</sup>
Referrals to the a prosecuting authority	0
Recommendations for disciplinary action	6
no. of people	1
Prevention recommendations	42

Note:

1. Includes 2 people who are not members of the QPS or a UPA.
2. Includes 2 charges laid against people not members of the QPS or a UPA.

Table 6. CCC corruption investigations – QPS

Description	Number
Number of investigations commenced	2
Number of investigations finalised	1
People charged	2
Charges laid	2
Recommendations for disciplinary action	0
no. of people	0
Prevention recommendations	4

Table 7. CCC corruption investigations – other units of public administration (excluding QPS)

Description	Number
Number of investigations commenced	23
Number of investigations finalised	5
People charged	10 <sup>1</sup>
Charges laid	50 <sup>2</sup>
Recommendations for disciplinary action	6
no. of people	1
Prevention recommendations	38

Note:

1. Includes 2 people who are not members of the QPS or a UPA.
2. Includes 2 charges laid against people not members of the QPS or a UPA.

Table 8. Duration of current CCC corruption investigations

Duration of investigation	Number	% of total matters
< 3 months	18	26%
3–6 months	12	17%
6–9 months	15	22%
9–12 months	8	12%
> 12 months	16	23%
Total	69	100%

## Complaints

Table 9. Complaints received and assessed

Description	Number
Total complaints received	683
% increase or decrease when compared to the same period 2016-17	▼13%
Total allegations received	1423
% allegations relating to the QPS	45% (647)
% allegations relating to other units of public administration (excluding QPS)	55% (776)
Total complaints assessed	818

Table 10. Complaints received – QPS

Description	Number
Complaints received	368 <sup>1</sup>
% increase or decrease when compared to the same period 2016-17	▼28%
Allegations received	647
% increase or decrease when compared to the same period in 2016-17	▼55%

Note:

1. Complaints by indigenous people comprised 5% of the total complaints made against police officers, a reduction of 2% when compared to the same period in 2016–17.

Table 11. Complaints received – other units of public administration (excluding QPS)

Description	Number
Complaints received for public sector (including government owned corporations and members of parliament)	239 <sup>1</sup>
% increase or decrease when compared to the same period 2016-17	▲23%
Allegations received	590
% increase or decrease when compared to the same period in 2016-17	▲9%
Complaints received for local government sector	76 <sup>1</sup>
% increase or decrease when compared to the same period 2016-17	▼5%
Allegations received	186
% increase or decrease when compared to the same period in 2016-17	▼9%

Note:

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

Graph 1. Total number of complaints received 2015–16 to 2017–18

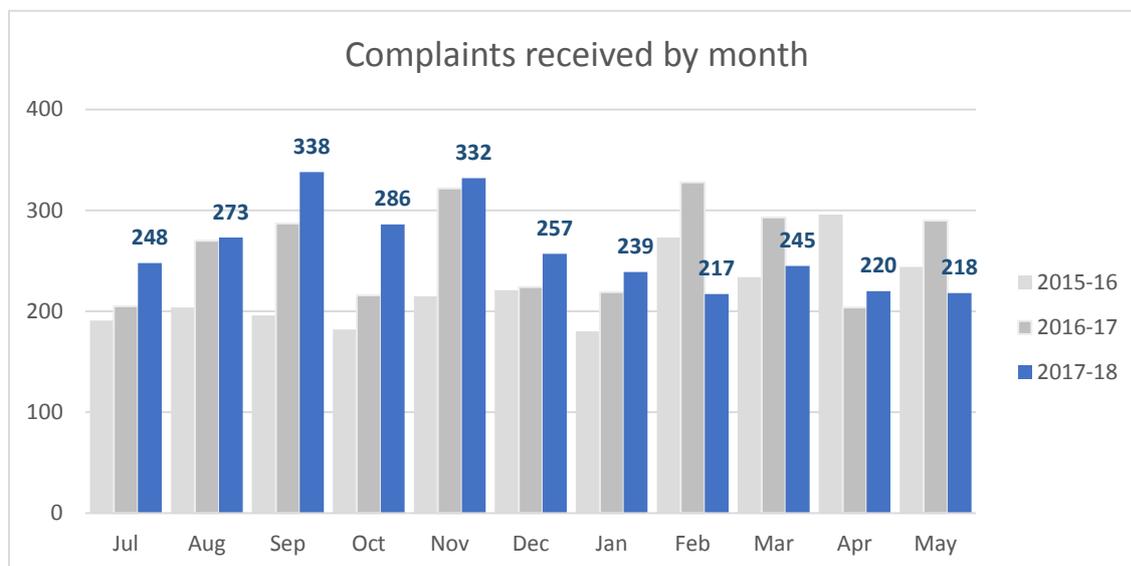


Table 12. Outcomes of complaints assessed

Description	Number
Retained for CCC investigation	15
Referred to the appropriate agency, subject to the CCC's monitoring role	114
Referred to the appropriate agency, with no further advice required by the CCC	489
Requiring no further action	200

## Monitoring of complaint matters referred to other agencies

Table 13. Reviews of referred matters

Description	Number
Median days <sup>1</sup> to complete a review	20
Final reviews	71
QPS reviews	40
Public sector reviews (including local Government)	31
Interim reviews	139
QPS reviews	72
Public sector reviews (including local Government)	67
Reviewable decisions <sup>2</sup>	29

Note:

1. Median days calculated using a 7 day week.
2. A reviewable decision is a decision made by a prescribed police officer in an internal disciplinary process against a prescribed person (that is, another police officer who is generally referred to as the subject officer) concerning an allegation of police officer misconduct. The term reviewable decision is defined in section 219BA of the Crime and Corruption Act.

## Oversight of police-related deaths and significant events

The CCC is informed of all police-related deaths and significant events involving police. The CCC elect to attend an incident where a police officer has shot at someone, regardless of whether there have been injuries or deaths. The incidents included self-harm, injuries in custody and a QPS shooting.

Table 14. Summary of police-related deaths and significant events

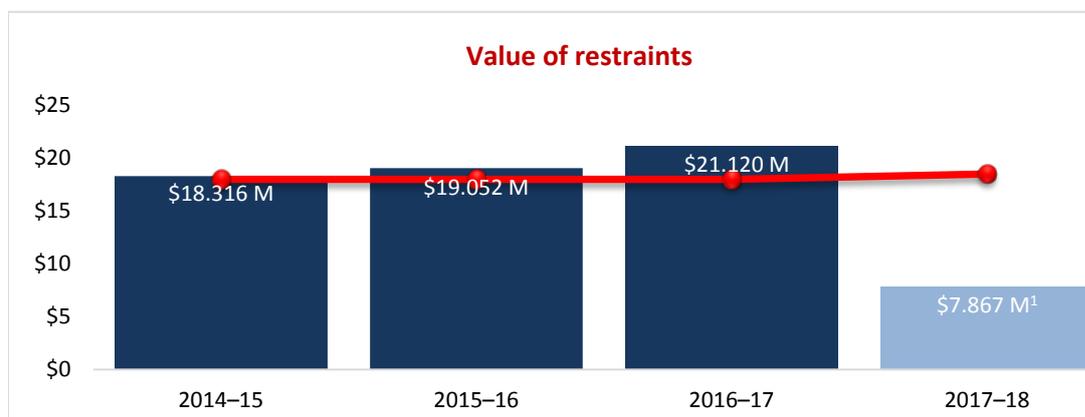
Description	Number
Police officer related deaths	7
Notifications of significant events Qld Police	8

## Proceeds of Crime

Table 15. Proceeds of crime outcomes

Description	Number	Value
Restraining orders obtained	12	\$2.403 M
Forfeitures of property to the state	8	\$0.890 M
Settlement negotiations	37	\$11.414 M

Graph 2. Value of criminal proceeds restrained, 2014–15 to 2017–18



Note:

1. The CCC has noted a decline in restraints this financial year which will likely impact forfeitures in future years. Referral rates of new matters are consistent with past trends. However, referrals received, assessed and accepted for litigation relate to relatively modest asset holdings. The referrals are reflecting the current trend whereby offenders are utilising their ill-gotten gains on lifestyle expenses rather than investing in property holdings.

Graph 3. Value of criminal proceeds forfeited, 2014–15 to 2017–18

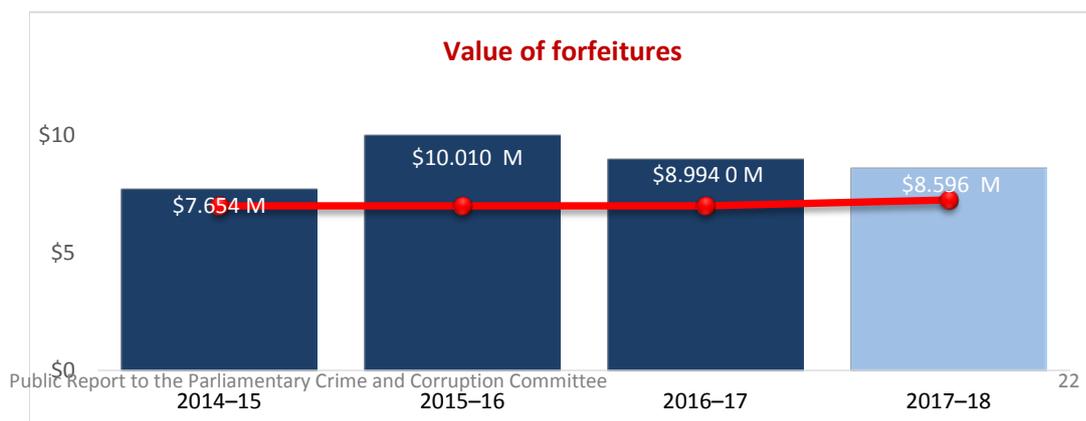


Table 16. **Matters in progress as at 31 May 2018**

Description	Number	Value
Civil confiscation matters involving restrained property	82	\$44.91 M
Matters pending restraint	38	\$16.89 M

Table 17. **Total restraints and forfeitures**

Description	Value
Results since 2002	
Restraints	\$243.09 M
Forfeitures	\$99.15 M

## Hearings

Table 18. **CCC hearings overview**

Description	Crime investigation hearings	Crime intelligence hearings	Corruption investigation hearings
Hearing days	70	5	18
Witnesses attending	77	10	35
Attendance notices issued	102	18	32

## Legal services

Table 19. **Queensland and Civil and Administrative Tribunal (QCAT) proceedings**

Description	Number
New review applications filed	4
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings)	10*
Police disciplinary matters finalised	1
Ongoing corrupt conduct proceedings	0*
Ongoing disciplinary review matters	4
Appeals before the Appellate Tribunal	1*

Note:

\* During the reporting period one corrupt conduct proceeding was determined. The CCC is appealing this decision to the Appellate Tribunal. As this is the same matter, it has not been double-counted in the totality of matters before QCAT.

Table 20. **Other legal proceedings**

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

## Workforce composition

Table 21. Full-time equivalents (FTE) as at 31 May 2018

Count of actual employee numbers	Employment type			Total
	Permanent	Temporary	Casual	
Strategic and Corporate Services Division	53.4	13.5	0	66.9
Policy and Research Division	8	4.6	0.76	13.36
Operations Support Division	43	3	0	46
Office of the Commission	5	0	0	5
Legal Services Division	16.67	6	0	22.67
Intelligence Division	37.69	4	2.56	44.25
Financial Investigations Division	26.28	1	0	27.28
Crime Division	20.4	5.5	4.68	30.58
Corruption Division	49.9	11	0	60.9
<b>Total sum of staff FTE</b>	<b>260.34</b>	<b>48.6</b>	<b>8</b>	<b>316.94</b>

### Notes:

Eleven CCC officers hold multiple contracts; in these instances, the CCC officer is only counted once in order to avoid duplication. The Commission officers may be performing casual work in multiple positions, or performing temporary work for a period before returning to casual work.

Reported data excludes staff who are on long-term leave (e.g. parental leave; ill health leave; secondment to another agency). There were 27 permanent staff members on long-term leave as at 31 May 2018.

FTE: Full-time equivalent refers to permanent, temporary and casual staff.

## Police Service Reviews

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Commissioners for Police Service Reviews (Review Commissioners) review grievances that police officers may have about promotions, transfers or disciplinary action. To ensure the transparency and independence of the review process, Queensland Police Union of Employees representatives have a standing invitation to attend promotion, transfer and disciplinary review hearings as observers.

When a review matter progresses to a hearing, the Review Commissioner is empowered to consider the material presented and prepare written recommendations for the attention of the Commissioner of Police (Commissioner), who makes the final decision. If a recommendation is not accepted, the Commissioner must provide the Review Commissioner with a statement of reasons for this.

Table 22. **Outcome of matters as at 31 May 2018**

	<b>Promotion</b>	<b>Transfer</b>	<b>Disciplinary</b>
Matters lodged in 2017–18	3	2	1
Matters withdrawn / lapsed / not in jurisdiction/on hold	0	2	0
Matters awaiting hearing	1	0	1
Matters heard	2	0	0
Matters awaiting outcome from hearings	0	0	0

# Appendix A

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## Liaison meetings

- On 1 & 2 March 2018, Ms Jen O’Farrell (Executive Director, Strategic & Corporate Services, CCC) and I attended the Australian Institute of Company Directors Australian Governance Summit in Melbourne, Victoria.
- On 7 March 2018, Mr Forbes Smith (Chief Executive Officer, CCC) and I met with Ms Tamara O’Shea (Outgoing Acting Director-General), Mr Greg Chemello (Incoming Acting Director-General), and Ms Kathy Parton (Deputy Director-General, Strategy, Governance & Engagement) of the Department of Local Government, Racing & Multicultural Affairs to discuss matters of mutual interest relating to Local Government.
- On 7 March 2018, Mr Forbes Smith (Chief Executive Officer, CCC) and I met with the Honourable Stirling Hinchliffe MP (Minister for Local Government, Racing & Multicultural Affairs) and Dr Nikola Stepanov (Integrity Commissioner) to discuss matters of mutual interest relating to Local Government.
- On 7 March 2018, I presented at the Clayton Utz Intensive Program on the topic of Operation Belcarra – Perception, Reality & Everything In-Between.
- On 12 March 2018, I met with Mr Bob Atkinson (Special Advisor to the Minister for Child Safety, Youth and Women and Prevention of Domestic and Family Violence) and Ms Rebecca Keys (Youth Justice Taskforce, Department of Child Safety, Youth and Women) to discuss Youth Justice matters.
- On 12 March 2018, I met with the Honourable Mark Ryan MP (Minister for Corrective Services), Mr Michael Byrne QC (President, Queensland Parole Board), Ms Donna Donoghue (Department of Premier and Cabinet), Ms Ellen McIntyre (Chief of Staff to the Minister for Corrective Services), and Dr Peter Martin APM (Commissioner, Queensland Corrective Services) to discuss matters relating to Taskforce Flaxton.
- On 13 March 2018, I presented to the University of Southern Queensland Executive Leadership Team regarding the role of the Crime and Corruption Commission.
- On 15 March 2018, Mr Darren Brookes (Assistant Director, Police Program, CCC) and I attended the Joint Assessment & Moderation Committee meeting as members of the Committee.
- On 15 March 2018, I met with Mr Pieter Bezuidenhout (Managing Director, Arthur Gorrie Correctional Centre) and Dr Peter Martin APM (Commissioner, Queensland Corrective Services) to discuss matters relating to Taskforce Flaxton.
- On 15 March 2018, I attended the Ombudsman’s Dinner hosted by Mr Phil Clarke (Queensland Ombudsman) by invitation.
- On 19 March 2018, I met with the Fraser Coast Regional Council and Executive members to discuss matters of mutual interest relating to Local Government by invitation.
- On 20 March 2018, I met with Mr Heath Chapple (Managing Director, Southern Queensland Correctional Centre) and Dr Peter Martin APM (Commissioner, Queensland Corrective Services) to discuss matters relating to Taskforce Flaxton.
- On 20 March 2018, I attended a video conference with Queensland Corrective Services General Managers and Dr Peter Martin APM (Commissioner, Queensland Corrective Services) to discuss matters relating to Taskforce Flaxton.
- On 20 March 2018, I met with Mr Gary Bullock (United Voice Union), Mr Alex Scott (Together Queensland Union) and Dr Peter Martin APM (Commissioner, Queensland Corrective Services) to discuss matters relating to Taskforce Flaxton.
- On 21 March 2018, I met with Mr Josh Robertson (Journalist, ABC) to discuss the progress of the Police Discipline Reforms.
- On 22 March 2018, Mr Darren Brookes (Assistant Director, Police Program, CCC) and I attended the first QPS Stakeholder Consultation Meeting regarding the new Police Discipline Reforms.
- On 26 March 2018, I attended a presentation by QPS regarding Homicide Cold Case Referrals.
- On 26 March 2018, I attended a tour and inspection of Brisbane Women’s and Men’s Correctional Centres in Wacol led by Dr Peter Martin APM (Commissioner, Queensland Corrective Services).
- On 27 & 28 March 2018, I presided over a closed hearing for Operation Windage.
- On 28 March 2018, I attended a public hearing as a witness to give evidence by invitation from the Parliamentary Legal Affairs and Community Safety Parliamentary Committee regarding the Local Government Electoral (Implementing Belcarra) and Other Legislation Amendment Bill 2017.
- On 29 March 2018, Mr Rob Hutchings (Director, Legal Services, CCC), Mr Barry Adams (Director, Intelligence, CCC) and I attended a public hearing in camera to give evidence by invitation from the Parliamentary Joint

Committee on Law Enforcement regarding the inquiry into new and emerging information and communication technology.

- On 6 April 2018, I met with Mr Simon Tutt (Manager, Government Relations, Queensland Police Union) to discuss matters of mutual interest.
- On 17 April 2018, I met with Ms Katarina Carroll (Commissioner, Queensland Fire and Emergency Services) to discuss matters of mutual interest.
- On 18 April 2018, I met with Mr Greg Chemello (Acting Director-General, Department of Local Government, Racing & Multicultural Affairs) to discuss matters relating to Local Government.
- On 18 April 2018, Mr Paul Alsbury (Executive Director, Corruption, CCC) and I met with a complainant to discuss evidence relating to a current CCC investigation.
- On 18 April 2018, Dr Rebecca Denning (Director, Policy and Research, CCC) and I met with Dr Peter Martin APM (Commissioner, Queensland Corrective Services) and Mr Robert Wood (Chief of Staff, Queensland Corrective Services) to discuss matters relating to Taskforce Flaxton.
- On 20 April 2018, I participated as a panel member at the Unravelling The Golden Thread - Communicating Fraud Control Awareness Workshop hosted by Embrace Learning.
- On 23 April 2018, I attended a meeting of Directors-General hosted by Mr Robert Setter (Chief Executive Officer, Public Service Commission).
- On 27 April 2018, Mr Darren Brookes (Assistant Director, Police Program, CCC) and I attended the Joint Assessment & Moderation Committee meeting as members of the Committee.
- On 27 April 2018, Ms Sally Lohrisch (Deputy Director, Policy and Research, CCC) and I met with Mr Peter Lyons (Prisoners Legal Service) to discuss matters relating to Taskforce Flaxton.
- On 30 April 2018, Mr Darren Brookes (Assistant Director, Police Program, CCC) and I attended the Queensland Police Service's second Discipline Reform Stakeholder Consultation meeting.
- On 7 May 2018, I met with the Honourable Stirling Hinchliffe MP (Minister for Local Government, Racing & Multicultural Affairs) to discuss matters regarding local government.
- On 8 May 2018, I met with Mr David Janetzki (Shadow Attorney-General and Shadow Minister for Justice) to discuss matters of mutual interest.
- On 8 May 2018, I attended the Integrity Committee meeting as a member of the Committee.
- On 9 May 2018, I met with the Honourable Mark Ryan MP (Minister for Police, Fire & Emergency Services, and Minister for Corrective Services) to discuss matters of mutual interest.
- On 10 May 2018, I attended the Local Government Association of Queensland annual Civic Leaders Summit, and participated in a panel session along with the Honourable Stirling Hinchliffe MP (Minister for Local Government, Racing & Multicultural Affairs), Mr Greg Chemello (Acting Director-General, Department of Local Government, Racing & Multicultural Affairs), Dr Nikola Stepanov (Integrity Commissioner) and Mr Tim Fynes-Clinton (Managing Partner, King & Co Solicitors) to discuss matters relating to local government.
- On 10 May 2018, I met with the Honourable Anastacia Palaszczuk MP (Premier and Minister for Trade) to discuss matters relating to Local Government.
- On 11 May 2018, I met with Mr Ian Stewart APM (Commissioner, Queensland Police Service) to discuss matters of mutual interest.
- On 14-30 May 2018, I presided over the Public Hearings under Taskforce Flaxton.
- On 18 May 2018, I participated in a media interview with Ms Kate Kyriacou of the Courier Mail to discuss the CCC's involvement in Operation North Mizzzen.
- On 31 May 2018, Ms Jen O'Farrell (Acting Chief Executive Officer, CCC), Ms Sharon Loder (Senior Executive Officer, Crime, CCC) and I met with the Honourable Peter Bodor QC (Commissioner, New South Wales Crime Commission) and Mr Mike Wilde (Executive Director, Corporate Services, New South Wales Crime Commission) to discuss matters of mutual interest.

## Appendix B

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### Media releases

30 May 2018	Taskforce Flaxton hearing adjourned
29 May 2018	Brassall man charged with breach of bail
18 May 2018	Brisbane man charged with money laundering
16 May 2018	Victorian man charged with official corruption
16 May 2018	CCC warns Queensland public servants about unauthorised access to information
15 May 2018	Kalinga man charged with forgery
08 May 2018	Brassall man charged with misconduct in public office
02 May 2018	Taskforce Flaxton update
02 May 2018	Yamanto man charged with misconduct in public office
02 May 2018	Brassall man charged with fraud
18 April 2018	Two people charged with official corruption
18 April 2018	Wishart man charged with possession of a dangerous drug
13 April 2018	Yamanto man charged with misconduct in public office
27 March 2018	Brassall woman charged with fraudulent falsification of records
26 March 2018	Taskforce Flaxton calls for public submissions
26 March 2018	Windaroo man charged with official corruption and perjury
22 March 2018	CCC to examine corruption risks in corrective services facilities
15 March 2018	Sunshine coast District Police Officers charged with Misconduct in Public Office
09 March 2018	Three men to face secret commission offences
05 March 2018	Public submissions sought during CCC's review of Queensland's <i>Terrorism (Preventative Detention) Act 2005</i>
02 March 2018	CCC to investigate allegations of corruption relating to Gold Coast City Council decision-making
01 March 2018	Jamboree Heights man charged with Disclosure of a Confidential CCC Notice
<b>Media interviews</b>	
18 May 2018	Courier Mail - Kate Kyriacou interviewed CCC Chairperson Alan MacSporran QC and Senior Executive Officer (Crime) Sharon Loder about CCC hearings and the Tiahleigh Palmer murder investigation.
21 March 2018	ABC Radio - Josh Robertson interviewed CCC Chairperson Alan MacSporran QC about the police discipline system.

<b>Media conferences</b>	
04 May 2018	Chairperson Alan MacSporran conducted a press conference following the PCCC meeting on 4 May 2018. Journalists from Channel 7, Channel 9, Channel 10, the ABC and the Courier Mail attended.
<b>CCC social media</b>	
31 May 2018	As at 31 May 2018, the CCC had 511 Twitter followers and 561 Facebook followers

# Appendix C

## External presentations

Date	Presenter and position	Audience	Topic
<b>May 2018</b>			
31 May 2018	Jen O'Farrell Acting Chief Executive Officer	New South Wales Crime Commission	<i>An overview of the CCC, Witness Protection &amp; Strategic and Corporate Services</i>
23 May 2018	Paxton Booth Director Office of the Senior Executive Officer (Corruption)	Minimising Corruption, Fraud & Misconduct Conference, Sydney	<i>Examining trends in local government corruption, fraud &amp; misconduct</i> <i>Operation Belcarra: Reforming local government in Queensland</i>
10 May 2018	Alan MacSporran QC Chairperson	Local Government Association of Queensland Civic Leaders Summit, Gold Coast Stakeholders & Members	<i>Local Government</i>
08 May 2018	Lauren Hancock Principal Research Officer Policy and Research	Queensland University of Technology "Policing in Context" students	<i>Police ethics and integrity: the role of the CCC</i>
08 May 2018	Charlie Kohn Operations Leader Corruption Operations	Queensland Police Service Recruit Training Oxley Police Academy	<i>CCC functions, integrity, transparency and ethical conduct in the policing context</i>
<b>April 2018</b>			
30 April 2018	Paul Alsbury Senior Executive Officer (Corruption)	Heavy Vehicle National Law Investigations Foundations Course	<i>Ethics for Investigators</i>
30 April 2018	Jen O'Farrell Acting Chief Executive Officer	Independent Commissioner Against Corruption South Australia Manager Corporate Services	<i>Overview of the CCC and Strategic and Corporate Services</i>
20 April 2018	Alan MacSporran QC Chairperson	Embrace Learning Workshop - Various Public & Private Sector Employees	<i>Unravelling The Golden Thread - Communicating Fraud Control Awareness</i>
13 April 2018	Jen O'Farrell Acting Chief Executive Officer	Parliamentary Crime and Corruption Committee	<i>An overview of Corporate Governance of the CCC and Witness Protection</i>
	Paul Alsbury Senior Executive Officer (Corruption)		<i>Corruption – a focus on serious and systemic corruption</i>
	Sharon Loder Senior Executive Officer (Crime)		<i>An overview of the Crime function</i>
	Angela Pyke Director, Financial Investigations		<i>An overview of the Proceeds of Crimes function</i>
	Rebecca Denning Director, Policy and Research		<i>An overview of the Policy and Research function</i>
	Katherine Fisher Senior Intelligence Analyst		<i>Intelligence – priorities and issues</i>

<b>Date</b>	<b>Presenter and position</b>	<b>Audience</b>	<b>Topic</b>
<b>March 2018</b>			
20 March 2018	Rebecca Denning Director, Policy and Research	University of Queensland - 1st year students Professional Practice course	<i>Effective Written Communication in Professional Practice</i>
13 March 2018	Alan MacSporran QC Chairperson	University of Southern Queensland Senior Leadership Team	<i>The Role of the Crime and Corruption Commission</i>
09 March 2018	Kylee Rumble Director Integrity Services	Government Procurement, Works and Fleet Conference, Gold Coast	<i>Fraud and corruption in (local) government</i>
07 March 2018	Alan MacSporran QC Chairperson	Clayton Utz Intensive Program Participants	<i>Operation Belcarra</i>
08 March 2018	Charlie Kohn Operations Leader Corruption	Presentation to Queensland Police recruits (squad 113).	<i>CCC functions, integrity, transparency and ethical conduct in the policing context</i>



**Crime and Corruption Commission**

**QUEENSLAND**

**Crime and Corruption Commission**

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