



Crime and Corruption Commission  
QUEENSLAND

# Public Report to the Parliamentary Crime and Corruption Committee

Activities of the Crime and Corruption Commission  
for the period 1 April to 30 June 2024



## About this report

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This report has been prepared by the Crime and Corruption Commission (CCC) for discussion at its public meeting with the Parliamentary Crime and Corruption Committee (PCCC) on 9 August 2024.

The report covers the period 1 April to 30 June 2024.

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 activities and we need to report publicly to our parliamentary oversight committee, the PCCC. The information in this report strikes a balance between providing information to the public and protecting confidential CCC processes.

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

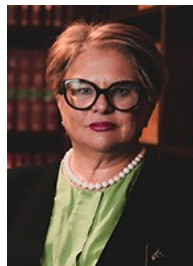
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Bruce Barbour  
Chairperson



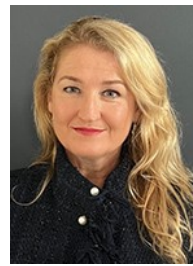
Kathryn McMillan KC  
Deputy Chairperson



Peter Dowling AM  
Commissioner



Helen Darch OAM  
Commissioner



Simone Webbe  
Commissioner

## A message on behalf of the Commission

I am pleased to present this report to the Parliamentary Crime and Corruption Committee (PCCC) on the activities of the Crime and Corruption Commission (CCC) for the period 1 April 2024 to 30 June 2024.

Operationally, during the reporting period the Crime Division closed one QPS referred investigation into trafficking of dangerous drugs between multiple interstate locations by a syndicate with links to an outlaw motorcycle gang (OMCG). The CCC used hearings to advance investigations referred by the QPS, including two investigations into crimes against very young children. It made 55 intelligence disclosures to law enforcement.

With regards to proceeds of crime, an amount of \$2.407 million was returned to the State as forfeited property, with restraining orders obtained over a further \$5.655 million. On 9 April we tabled a report of our review of the *Criminal Proceeds Confiscation Act 2002*, the key statute in Queensland's asset-confiscation regime, and its findings are under consideration by government.

Our review of the proceeds of crime legislation was one of the strategic crime-related projects that we are undertaking. Others relate to our capability in cryptocurrency, and the review of the provisions in the *Police Powers and Responsibilities Act 2000* (Qld) for searching places for high-risk missing persons.

For the period 1 April to 30 June the Corruption Division received 1434 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 181 have been triaged as meeting the criteria of serious, systemic and strategic (SSS). During the reporting period, the CCC finalised 26 corruption investigations. As at 30 June 2024, the CCC is conducting 29 corruption investigations.

Our work continues on the implementation of recommendations of the Commission of Inquiry. During the reporting period, the CCC commenced recruitment of key critical roles to deliver the COI recommendations including development of our prevention and engagement functions and an increased technical capacity in data and analytics. As at 30 June 2024, the CCC has implemented 11 recommendations in full and made significant progress on 19 recommendations.

During the period, the Bill addressing the amendments to the *Crime and Corruption Act 2001* to give effect to Recommendations 2 and 25 was introduced, and is currently before the Community Safety and Legal Affairs Committee.

On 20 May the Honourable Catherine Holmes AC SC, the former Chief Justice of Queensland, presented her *Report of the Independent Crime and Corruption Commission Reporting Review* to the Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence. The CCC is considering the report and will engage with Government in respect of its recommendations.

### ***Matters arising from the public meeting of 17 May 2024.***

No matters requiring further reporting were raised at this meeting.

**Bruce Barbour**  
Chairperson

## Year-to-date highlights

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**24** crime investigations finalised



**5,025** complaints of suspected corruption received

**5,139** complaints of suspected corruption assessed



**19** recovery orders over assets totalling **\$10.514 M** forfeited to the state



**46** corruption investigations finalised



**199** law enforcement intelligence disclosures related to CCC crime functions



**12** days of hearings relating to corruption investigations



**136** days of hearings relating to crime investigations



**47** Prevention recommendations made from corruption investigations

# CCC Strategic Plan 2023–27

## Our vision

Safe communities supported by fair and ethical public institutions.

## Our purpose

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

## Our values



People



Accountability



Integrity



Courage



Excellence

### Objective: 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.*

#### 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 trauma-informed 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.*

#### 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.

## 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.*

### 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 a 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.*

### 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.
- Adopt 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.

The CCC's 2024 updated strategic plan can be found on our website: [ccc.qld.gov.au](https://ccc.qld.gov.au).

## Agency overview

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

Our crime jurisdiction enables us to investigate major crime such as drug trafficking, money laundering, and serious crimes such as homicide and offences of violence against children and vulnerable persons. Our corruption jurisdiction is broad and diverse, including State Government departments, public sector agencies and statutory bodies, QPS, Local Government, government-owned corporations, universities, prisons, courts, tribunals, and elected officials. The CCC investigates only the most serious or systemic allegations of corrupt conduct.

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

### Investigative powers

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

### Investigative hearings

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

### Proceeds of crime

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

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

### Intelligence

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

### Research

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

### Prevention

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



# Key deliverables

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Performance outcomes from 1 April to 30 June 2024  
are detailed in the following pages.<sup>1</sup>

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<sup>1</sup> Some data variations in Corruption-related figures are possible given that the CCC's month-by-month corruption data is extracted from a live database (COMPASS).

## Objective: Efficient and Effective

### Key deliverable:

Investigating and shaping effective responses to serious and organised crime, working with and sharing intelligence with the Queensland Police Service and other law enforcement partners, and confiscating criminal profits

### Illicit markets

Illicit markets involve the exchange of illegal goods or services, or the exchange of those things in unlawful ways. The CCC is concerned with illicit market activity that enables or involves serious and organised crimes, such as illicit drugs and firearms trafficking, and produces significant financial return for offenders. These markets are pervasive, and impacts include serious health and social ramifications, and economic costs for healthcare, law enforcement and the productivity of our communities. Investigations in this area of focus may be approved under the CCC Organised Crime General Referral, or as a special intelligence operation, depending on the circumstances and purpose of the investigation.

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

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

### Referred major crime investigations

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

During the reporting period, the CCC closed one QPS referred investigation into trafficking of dangerous drugs between multiple interstate locations by a syndicate with links to an OMCG.

The CCC also advanced another QPS referred investigation into trafficking of dangerous drugs and firearms by a syndicate in Brisbane.

### CCC major crime investigations

During the reporting period, the CCC progressed a major crime investigation involving the suspected professional facilitation of money laundering and drug trafficking for a syndicate suspected of being involved in trafficking and importing dangerous drugs including heroin and methamphetamine.

### Intelligence operations

During the reporting period, the CCC finalised one intelligence operation and progressed two, including:

- an intelligence operation into suspected money laundering activities and suspected organised crime activities related to the sale of illicit tobacco and vape products to retail stores throughout Queensland.
- an intelligence operation to investigate alleged criminal organisation participants alleged to be involved in weapons manufacturing, and
- an intelligence operation focussed on identifying and assessing the methodologies used by participants of a suspected criminal network, and opportunities for law enforcement to disrupt those alleged criminal activities.

## Intelligence assessments and disclosures

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

Between 1 April 2024 and 30 June 2024, the CCC made 55 intelligence disclosures to law enforcement. An intelligence disclosure may contain one or more discrete information reports or intelligence products.

**Table 1: Intelligence disclosures and requests for information<sup>1</sup>**

Nature of disclosure	1 April – 30 June 2024	2023–24
CCC Investigations	10	24
Intelligence Operations	4	28
Referred Investigations	24	86
Strategic & Other <sup>1</sup>	14	47
Proceeds Matter	3	14
<b>Total</b>	<b>55</b>	<b>199</b>

**Notes:**

1. Includes disclosures in response to specific intelligence information requests made from external agencies.

### ***Strategic project: Enhancing our cryptocurrency investigation capability***

In March 2021, the CCC commenced a project to uplift the CCC’s cryptocurrency capability with a focus on infrastructure, resources, and policies and procedures to support the training, administrative and operational environments for investigations involving cryptocurrency transactions. In April 2022, following completion of Stage 1 of the project, a report detailing a capability framework was completed and shared with the QPS and other State and Commonwealth law enforcement agencies. The CCC continues to collaborate with partner law enforcement agencies on Stages 2 and 3 of the project, which involves implementing several capability recommendations, to ensure mutual benefits are realised.

## Proceeds of crime recovery

An overview of proceeds of crime outcomes related to illicit markets is provided in **Table 2**.

**Table 2: Proceeds of crime outcomes – illicit markets**

Description	1 Apr – 30 June 2024		2023–24	
	Number	Value	Number	Value
Restraining orders obtained	2	\$5.655 M	10	\$8.461 M
Forfeitures of property to the state	5	\$2.407 M	19	\$10.541 M

### ***Strategic project: Review of the Criminal Proceeds Confiscation Act 2002 (CPCA)(Qld)***

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 within 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 Crime and Corruption Commission 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 the State’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

The CCC works in cooperation with other agencies, including the QPS, to make optimal use of its available resources in responding to the most serious crimes that involve risk to life or actual loss of life or serious injuries. Our work in this area principally involves investigations referred from the QPS for assistance by way of undertaking investigative hearings. Investigations in this area of focus may be approved under the CCC Homicide, Sexual Offences, Terrorism or Organised Crime General Referral, or as a special intelligence operation, depending on the circumstances of the case.

During the reporting period, the CCC progressed six investigations, referred by the QPS, through the examination of witnesses at a hearing, including:

- an investigation into the homicide of a 52-year-old female on an unknown date in 2010 whose body was discovered in Alderley on 7 December 2022.
- an investigation into the homicide of a 34-year-old male near Central Queensland in November 2023.
- an investigation into the disappearance and suspected homicide of a 35-year-old male reported missing from Brisbane in January 2022.
- a multi-jurisdictional investigation into the homicide of two males in March 2002 believed to be linked.
- an investigation into the murder of a 36-year-old man in Coopers Plains in January 2022, and
- an into investigation into organised crime group involved in extortion, theft and violence in South East Queensland.

### ***Strategic project: Review of the provisions for searching places for high-risk missing persons (Chapter 7, Part 3A of the Police Powers and Responsibilities Act 2000)***

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 has commenced data collection, and the Chairperson has corresponded with the Minister for Police and Corrective Services and the QPS Commissioner about this review. In accordance with section 879 of the PPRA, the CCC will table its report in Parliament, and will consult with the Minister in preparing that report. The report is expected to be released in 2024.

## Crimes against children and vulnerable people

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

During the reporting period, the CCC advanced two investigations referred by the QPS, through the examination of witnesses at a hearing, including:

- an investigation into the alleged torture inflicted of a ten week old child between 18 January and 31 March 2024.
- an investigation into the grievous bodily harm sustained by a four week old infant on 19 April 2023 at Forest Hill.

**Key deliverable:**

**Investigating complaints which involve conduct, which is serious, systemic or of strategic risk to build trust and confidence in public institutions in Queensland**

**Complaints assessed as serious, systemic and strategic**

On 20 February 2023 the CCC's Intake and Assessment unit commenced operations under a revised complaints assessment model (CAM). Under the CAM all incoming complaints, notifications, matters and issues are entered into the complaints management system within 48 hours, and referred to the Executive Director, Intake and Assessment for triage.

The Executive Director confirms the matter falls within the jurisdiction of the CCC and then applies agreed criteria to identify matters involving alleged conduct assessed as serious, systemic and/or of strategic importance.

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) 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.

For the period 1 April to 30 June 2024, the CCC received 1,434 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 181 have been triaged as meeting the criteria of serious, systemic and strategic (SSS). In the same period, 184 SSS matters were assessed.

During the period a total of 1,721 matters were assessed. Of these, 5 were retained for CCC investigation, 30 were referred to the UPA – subject to CCC monitoring, 135 were referred to the UPA – subject to outcome advice, 1,141 were referred to the UPA – no further advice required, and 410 were assessed as requiring no further action.

**Corruption investigations**

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

During the reporting period, the CCC finalised 26 investigations. In summary:

- Twenty-one complaints 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.
- Four investigations were finalised in relation to allegations of misuse of authority. 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 procurement and gifts and benefits.
- One matter 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.

**Corruption monitoring program**

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

In late 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.

During the period 1 April to 30 June 2024, a total of 32 new matters were referred for monitoring and 8 matters were finalised. As at 30 June 2024, 105 matters were being monitored by the CCC.

## Objective: Safe and Capable

### Key Deliverable:

Developing critical organisational capabilities including digital, analytics, intelligence and workforce

### Workforce Strategy

The Workforce Strategy 2023-27 guides the work of the CCC to foster a workforce that is capable, driven and innovative, to remain sensitive and responsive to emerging trends.

Collaborative approaches have been embraced to drive an ambitious program of work which is committed to consultation and co-design with internal stakeholders and exploring contemporary best practice approaches.

Priority employee capability and wellbeing initiatives include:

- expanding access to core workforce data through self-serve data dashboards.
- enhancement of leadership and management capability to lead change, achieve high performance and influence connection to agency purpose.
- development of workforce capability frameworks for priority role cohorts to meet the operating needs within a complex and evolving work environment.
- redesigning the compliance learning suite to facilitate increased learning transfer and retention supporting employees to be capable and confident in meeting policy and governance requirements.
- nurturing a safe and healthy workplace embedding shared responsibility for the physical, psychological and cultural wellbeing of our workforce, and
- continuing to enhance diversity and inclusion initiatives to harness different perspectives and build on collective strengths.

Activities progressed or delivered during this reporting period include:

### Leadership and Performance Management

An Invitation to Offer process has been finalised in the open market to establish a panel of providers to contribute towards a modularised program, establishing an agency-wide leadership intervention that shapes ways of working across the agency and expands individual capability to manage people and operational activity through consistent application of agency processes. Co-design has commenced with several providers to deliver customised leadership and management development across the leadership cohort.

**Compliance eLearning:** A major instructional redesign process across the compliance eLearning suite is nearing completion. These programs are undertaken by all commission officers, reinforcing the importance of accountability, governance and decision-making as an integrity agency, and increasing learning and knowledge transfer to support them to better understand their role, responsibilities and ways of working at the CCC.

### Nurturing a safe and healthy workplace

As part of our ongoing commitment to supporting the wellbeing of our people the CCC has delivered an internal Mental Health First Aid training program consisting of a two-day workshop during April 2024. Seven commission officers participated in this training, with more scheduled workshops to occur later in 2024.

The CCC re-invigorated its Peer Support Network through the engagement with our EAP provider, Converge International for the provision of internal Peer Support Officer (PSO) training during June 2024. Eleven commission officers have completed the requirements to be recognised as a PSO.

### Continue to enhance diversity and inclusion

As part of our commitment to reconciliation the CCC celebrated National Reconciliation Week with an internal event that featured a Welcome to Country, tribal dancing and keynote addresses from Dr Gemma Hayman from Metro South Health and Ms Patrice Harald a specialist in Indigenous engagement.

Working in partnership with Diversity Australia the CCC recently launched the *Fostering diversity and inclusion survey*. This will provide important data about psychological safety, communication, trust and inclusivity. The survey will be followed by facilitated focus groups to assist in the development of an action plan.

## Digitising the workplace

The CCC is continuing to implement its Digital Program, which leverages the investments already made by the CCC to progress our digital maturity. The Digital Program aims to:

- Improve the resilience of the CCC and the connectedness, efficiency and effectiveness of the service delivery model in order to get ahead of the increasingly sophisticated crime and corruption the CCC pursues, and
- Improve the experiences stakeholders have when acting within the CCC service delivery ecosystem either when working at the CCC or interacting and collaborating with the CCC.

Activities progressed or delivered during this reporting period include:

- **Application Portfolio Management:** The CCC has implemented an Application Portfolio Management Framework (APMF) which supports management of the entire lifecycle of system applications from inception to retirement. The CCC has developed targeted information guidelines for application owners and custodians which will be issued in July 2024.
- **Digital GRC:** Work to improve the efficiency and effectiveness of the digital Governance Risk and Compliance solution has continued, and is expected to be finalised by September 2024. During the period, extensive User Acceptance Testing has been completed. The completion of this work, being undertaken with an external vendor, will enhance the platform stability, improve reporting automation and enhance the user experience.
- **Case Management Systems:** The CCC has consolidated the Corruption Investigations Case Management System and Crime Feasibility projects to a single project to procure a case management system. This will join together the work completed through market engagements and will identify an appropriate technical solution to improve the efficiency, effectiveness and quality of crime operations and corruption investigations.
- **Legal Practice Management System:** The CCC is continuing negotiations to procure a digital solution to help manage its internal legal function. Implementation will follow the successful resolution of contract negotiations and is anticipated to occur in 2024.
- **Human Resource Information System (HRIS):** The CCC has continued the procurement process to identify a digital solution that will improve workforce management by having a single source of truth for HR-related information. The implementation will consolidate several disparate, unconnected HR systems, resolve data accuracy issues, and enable automated reporting and holistic workforce management.

## Advancing analytics

Analytics remains a critical capability for the CCC. Analytics initiatives are contributing to the modernisation of the organisation by reducing information silos, leveraging the value of our significant data assets and promoting a data-driven culture. The analytics team collaborates closely with various business units to generate meaningful reports from the centralised data source, known as the Analytics Data Warehouse (ADW). These reports serve as a valuable resource for gaining business insights, identifying potential risks, and enabling proactive actions.

Activities progressed or delivered during this reporting period include:

- **Analytics Data Warehouse (ADW):** The ADW is operational and the CCC continues to increase the number of dashboards and enhanced reporting functionalities that it can produce. COMPASS, the CCC's corruption database, has been imported into the ADW and work is progressing to improve the efficiency and automation of COMPASS-related performance reporting from the ADW.

- **Corruption Outcomes Data:** The CCC is developing an innovative Proof of Concept to automate the exchange of corruption outcomes data between the CCC and Units of Public Administration. This initiative will improve our knowledge of the prevalence of corruption in Queensland, facilitate targeting of corruption prevention initiatives and streamline the process of information exchange. After initial consultations, formal engagement with the Department of Education has now been established to advance the Proof of Concept.
- **Intake and Assessment dashboard:** The Intake and Assessment Dashboard provides management insights into the volume and progress of corruption allegations. The dashboard draws data from the ADW and assists the active management of allegations of corrupt conduct.
- **Monitoring dashboard:** The Monitoring dashboard that provides oversight regarding progress of corruption matters that have been referred to Units of Public Administration was delivered in March 2024.
- **Corporate dashboards:** Improvements to Human Resources and Finance dashboards to ensure accurate and timely corporate information is accessible by managers were delivered in 2023-24.
- **Corruption Allegations Data Dashboard:** In June 2024, the latest CADD report, which includes data up to 31 December 2023, was published on the CCC website. The CADD report is now sourced from the ADW which has improved the efficiency of the CADD updating process.



## Objective: Accessible, Accountable and Collaborative

### Key Deliverable:

Ensuring effective communication and timely dissemination of information to promote a culture of transparency, accountability and confidence

### Implementing our renewed corruption prevention and engagement function

In mid-2023, the CCC 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.

In this reporting period, work progressed on the following initiatives:

- Developing a Data and Insights Plan which will guide how we collect, analyse and use corruption related data and further engagement occurred with key internal and external stakeholders to understand their information needs.
- Developing a detailed operating model across the Corruption Division.
- Work continued with key stakeholders to analyse information as part of trialling an approach to thematic monitoring. This will expand the CCC's monitoring footprint and inform the understanding of corruption risk and development of targeted prevention strategies across the Queensland public sector.

In relation to specific stakeholder engagement activities, initiatives undertaken in this reporting period include:

- In line with stakeholder feedback received during the development of the new Corruption Strategy and ongoing requests for assistance, work has progressed on developing an online CCC Liaison Officer resource. This digital information pack aims to improve Liaison Officers' understanding of corruption reporting procedures and their role as a liaison officer. This information pack, particularly aimed at new Liaison Officers, will complement 'Corruption in Focus' once completed.
- Continued progressing activities for the CCC to participate in a series of regional roadshows being organised by Crown Law. The roadshows will be held in Cairns and Townsville on 15 – 16 July 2024 and Rockhampton and Mackay on 22 – 23 May 2025 with up to 50 attendees expected at each event comprised of non-legal officers, HR practitioners, lawyers, and other interested staff from a broad range of public sector agencies.
- A joint campaign is being delivered by the CCC, OIA, the Queensland Ombudsman and the Department of Housing, Local Government, Planning and Public Works to local government councillors and mayors following the March 2024 election. Activities will be delivered from late-July.
- Work has commenced engaging with Local Buy for the CCC to present at the Local Buy Advancing Queensland Procurement Conference 2024 being held in Brisbane from 7 - 9 August 2024. Local Buy have reached out to the CCC to present on fraud risks in local government procurement. Local Buy was established by the LGAQ in 2001 to support local government procurement and assist councils to meet legislative and compliance requirements. Since its establishment its remit has been broadened to support procurement within local and state government entities, statutory bodies, government owned corporations and universities.

## Objective: Continuous improvement

### Key Deliverable:

Implementing the recommendations from the Commission of Inquiry into the CCC

### CCC response to Commission of Inquiry (COI):

During the period, the Bill addressing the amendments to the *Crime and Corruption Act 2001* to give effect to Recommendations 2 and 25 was introduced. 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 17 recommendations (2 recommendations require legislative amendment and 2 relate to future reporting or are not the responsibility of the CCC). The CCC has also published seven progress reports on its website (<https://www.ccc.qld.gov.au/publications>).

### 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.

### 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.

The themes of the review included:

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

## Corruption Investigator Capability Framework

A Corruption Investigator Capability Framework has been developed through extensive consultation. This framework consists of three domains being, “Strategic Corruption Risks” which are relevant to the CCC environment, “Professional / Technical” which leverages the Australian Government Investigation Standards (AGIS) and “1CCC Critical Skills” which is aligned with the CCC’s Strategic Plan and Workforce Strategy. The Framework also provides a structure and process to develop similar products for other roles and units in the CCC.

A range of assessment processes aligned to the framework have been developed and implemented to assist with the identification of learning priorities for the current workforce. A range of new learning solutions have been identified, and external providers sourced. These programs continue to be piloted and evaluated. Early indication is that programs have been successful with 95.55% of participants self-reporting they are relatively and very confident in being able to apply learning to their role.

At the national level, the CCC has been leading a cross-jurisdictional corruption capability working group. This group has recently transitioned to become an ongoing community of practice. This allows for and encourages the sharing of information, training packages and learning opportunities between the CCC and other jurisdictions. The next meeting is scheduled in July 2024.

# Key statistics 2023–24

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Key statistics for the 2023–24 financial year are detailed in the following pages.<sup>2</sup>

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<sup>2</sup> All financial year 23–24 data is for the period 1 July 2023 to 30 June 2024.

## CCC crime and corruption investigations

**Table 3: Summary – Crime investigations<sup>1</sup>**

Description	Number
Total number of investigations commenced	22
Total number of investigations finalised	24
People charged <sup>2</sup>	26
Charges laid	142
Law enforcement intelligence disclosures	199

**Notes:**

1. Crime investigations include CCC Crime Investigations, Referred Crime Investigations, CCC Intelligence Operations and Immediate Response Investigations.
2. Figures in relation to people charged and charges laid do not include those arising from investigations in which the CCC participated or assisted other law enforcement agencies.

**Table 4: Summary – CCC corruption investigations**

Description	Number
Total number of investigations commenced	43
Total number of Investigations finalised	46
Corruption investigation clearance rate: finalised/commenced <sup>1</sup>	107%
People charged	1
Charges laid	9
Recommendations for disciplinary action	2
No. of people	1
Prevention recommendations	47

**Note:**

1. This key performance indicator (KPI) measures the number of investigations commenced and finalised in the reference period (i.e. 1 July 2023 to 30 June 2024). The target clearance rate for the 2023/24 financial year is 80%. In the reference period, 43 investigations were commenced and 46 were finalised, making the current clearance rate 107%.

**Table 5: CCC corruption investigations – QPS**

Description	Number
Number of investigations commenced	2
Number of investigations finalised	3
People charged	0
Charges laid	0
Recommendations for disciplinary action	2
No. of people	1
Prevention recommendations	0

**Table 6: CCC corruption investigations – other units of public administration (excluding QPS)**

Description	Number
Number of investigations commenced	41
Number of investigations finalised	43
People charged	1
Charges laid	9
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	47

**Table 7: Duration of current CCC corruption investigations**

Duration of investigation	Number	% of total matters
< 6 months	7	24 %
6-12 months	11	38 %
> 12 months	11	38 %
<b>Total</b>	<b>29</b>	<b>100 %</b>

## Complaints

**Table 8: Complaints received and assessed**

Description	Number/ Percentage
Total complaints received <sup>1</sup>	5,025
% increase or decrease when compared to 2022–23	▲ 28 %
Percentage of complaints assessed within 30 days (target: 85%) <sup>2</sup>	43 %
Total allegations received	13,917
% increase or decrease when compared to 2022–23	▲ 45 %
% allegations relating to the QPS	60 %
% allegations relating to other units of public administration (excluding QPS)	40 %
Total complaints assessed	5,139
% increase or decrease when compared to 2022–23	▲ 39 %

**Notes:**

1. The number of complaints by sector (in Tables 9 & 10) maybe higher than the total complaints received in Table 8 as one complaint may relate to multiple sectors.
2. There has been a decrease in timeliness of our assessments. This is due to the significant increase in complaints compared to 2022-23 and ongoing recruitment and resourcing challenges.

Table 9: Complaints received – QPS<sup>1</sup>

Description	Number/ Percentage
Complaints received	2,817
% increase or decrease when compared to 2022–23	▲ 20 %
Allegations received	8,410
% increase or decrease when compared to 2022–23	▲ 40 %

Notes:

1. Complaints by Aboriginal and Torres Strait Islander people comprised 6% of the total complaints made against QPS officers (sworn officers and civilian staff), which is consistent when compared to the same period in 2022–23.
2. The increase in QPS complaints, when compared to 2022-23 is largely attributable to an increase in notifications regarding domestic and family violence matters, as a result of the *Domestic and Family Violence Inquiry*, as well as complaints relating to police culture (including bullying, harassment and discrimination).

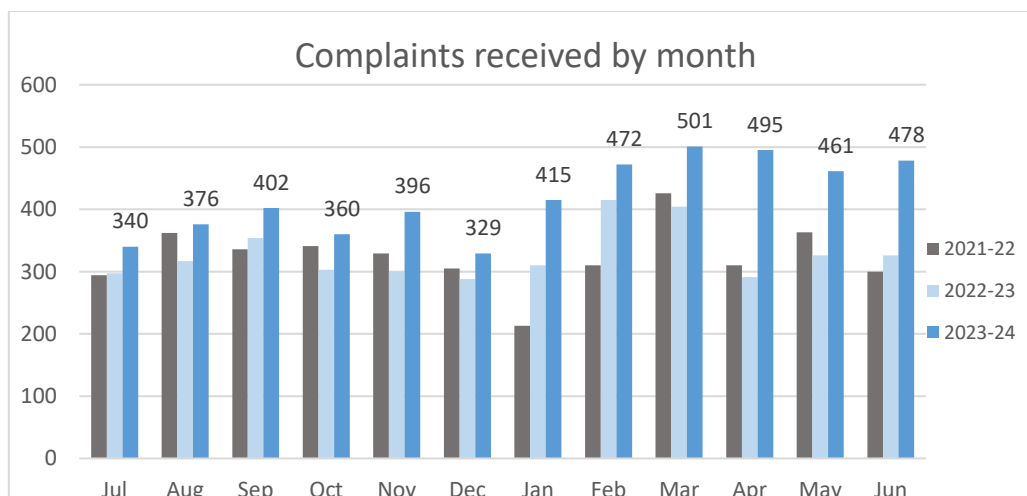
Table 10: Complaints received – other units of public administration (excluding QPS)

Description	Number/ Percentage
Complaints received for public sector <sup>1</sup> (Including government owned corporations and Members of Parliament)	2,091
% increase or decrease when compared to 2022–23	▲ 45 %
Allegations received for public sector <sup>2</sup> (Including government owned corporations and Members of Parliament)	4,630
% increase or decrease when compared to 2022–23	▲ 51 %
Complaints received for local government sector <sup>3</sup>	396
% increase or decrease when compared to 2022–23	▲ 60 %
Allegations received for local government sector	877
% increase or decrease when compared to 2022–23	▲ 60 %

Notes:

1. The number of complaints by sector may be higher than total complaints received as one complaint may relate to multiple sectors.
2. There has been an increase in complaints from public sector departments (excluding QPS) by 41%, when compared to the same period in 2022/23. The CCC will continue to track this data to determine whether there is a trend and explanation for the increase.
3. The increase in local government complaints, when compared to the same period in 2022-23, reflects the low base number of complaints received in 2022-23.

Figure 1: Total number of complaints received: 2021–22 to 2023–24<sup>1</sup>



Note:

1. CCC corruption complaints data is recorded on a live database. Consequently, historical data may not be consistent across different reporting periods.

**Table 11: Outcomes of complaints assessed**

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
<b>Total complaints assessed</b>	<b>5,139</b>

## Monitoring allegations of corruption referred to other agencies

**Table 12: Reviews of referred matters**

Description	Number/ Percentage
Median days <sup>1</sup> to complete a review (target 30 days)	23 days
Final reviews	50
QPS reviews	19
Public sector reviews (including local Government)	31
Interim reviews	92
QPS reviews	35
Public sector reviews (including local Government)	57
Reviewable decisions <sup>2</sup>	89

**Notes:**

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

## Oversight of police-related deaths and significant events

The CCC is informed of all police-related deaths and significant events involving police. The CCC may elect to attend an incident where a police officer has discharged a firearm, regardless of whether there have been injuries or deaths. The significant events included self-harm, injuries caused in custody, injuries sustained in traffic incidents including pursuits and police shootings.

**Table 13: Summary of police-related deaths and significant events**

Description	Number
Police-related deaths	15
Notifications of significant events QPS	71

## Proceeds of Crime

**Table 14: Proceeds of crime outcomes**

Description	Number	Value
Restraining orders obtained	10	\$8.461 M
Forfeitures of property to the state	19	\$10.514 M



Figure 2: Value of criminal proceeds restrained: 2018–19 to 2023–24 YTD

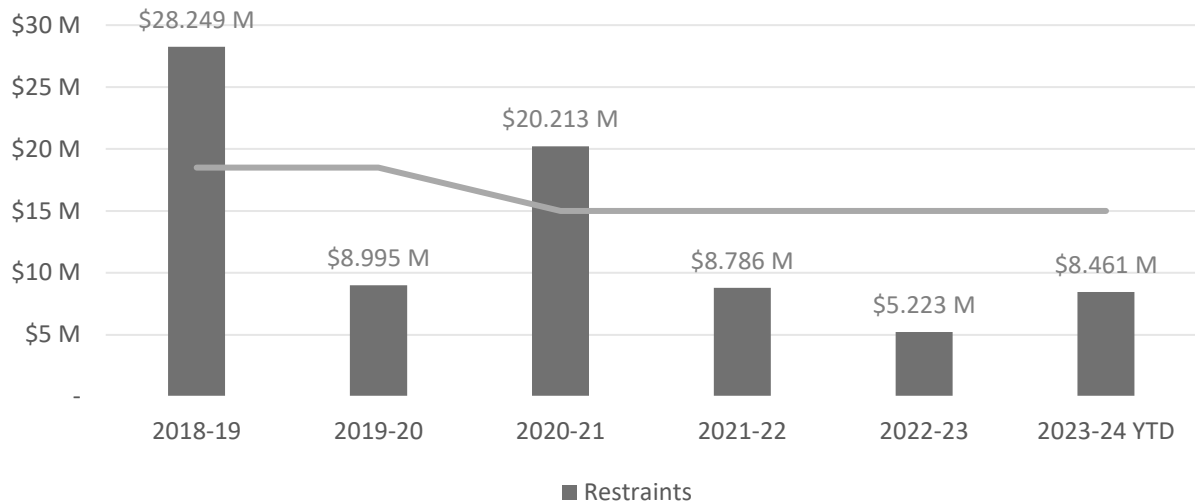


Figure 3: Value of criminal proceeds forfeited: 2018–19 to 2023–24 YTD

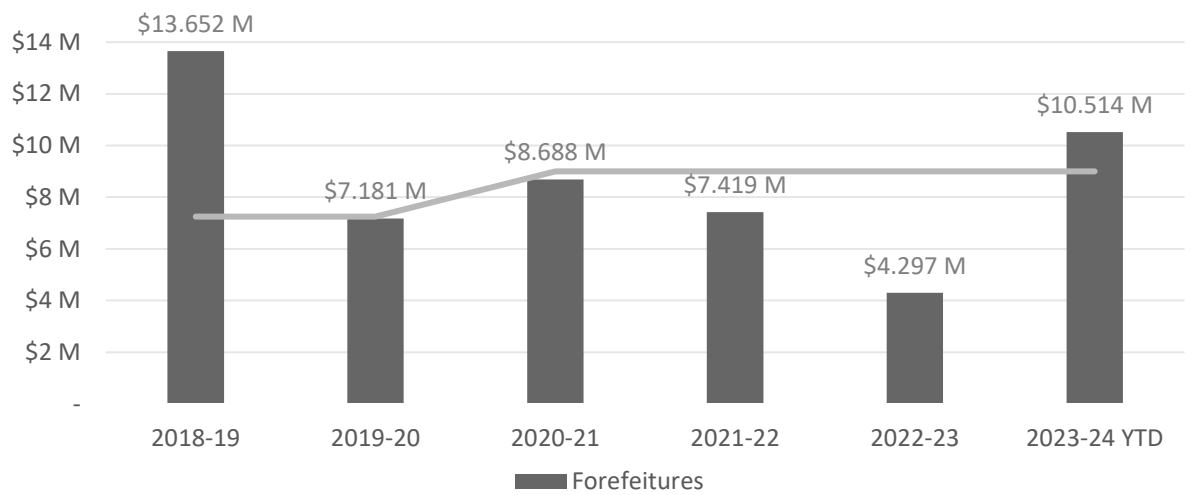


Table 15: Matters in progress

Description	Number	Value
Civil confiscation matters involving restrained property	21	\$33.657 M
Matters pending restraint	22	\$16.370 M

Table 16: Total restraints and forfeitures (since 2002)

Description	Value
Restraints	\$325.760 M
Forfeitures	\$153.092 M

## Hearings

**Table 17: CCC hearings overview**

Description	Crime investigation hearings	Crime intelligence hearings	Corruption investigation hearings
Hearing days	128	8	12
Witnesses attending	105	8	13
Attendance notices served	135	15	19 <sup>1</sup>

**Notes:**

1. Six (6) attendance notices were served in June 2024 for hearings scheduled in July 2024.

## Legal services

**Table 18: Queensland and Civil and Administrative Tribunal (QCAT) proceedings**

Description	Number
Review applications filed	5
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings) <sup>1</sup>	19
Police disciplinary matters finalised	2
Ongoing corrupt conduct proceedings	1
Ongoing disciplinary review matters <sup>2</sup>	16
Appeals before the Appeal Tribunal <sup>3</sup>	4

**Notes:**

1. The data is as at 30 June 2024.
2. This number does not include one matter remitted from the Appeal Tribunal as it is to be determined with an ongoing related disciplinary review matter.
3. These figures include a matter which is a reference on an interlocutory question of law from the QCAT Appeals Tribunal to the Court of Appeal.

**Table 19: Other legal proceedings**

Description	Number
Judicial reviews	1
Section 195 appeals (Supreme Court) <sup>1</sup>	1
Contempt Applications (Supreme Court) <sup>2</sup>	1
Supreme Court proceeding (other than Contempt) <sup>3</sup>	2
Court of Appeal Matters <sup>4</sup>	1
High Court Matters <sup>5</sup>	1
Other Court Matters <sup>6</sup>	2

**Notes:**

1. Matter was finalised by the Supreme Court on 7 June 2024.
2. Matter was finalised by the Supreme Court (contempt matter) on 5 October 2023.
3. One of these matters was finalised on 3 October 2023.
4. This matter is a reference on a question of law from a QCAT proceeding mentioned above.
5. Matter determined by judgment delivered on 13 September 2023.
6. Includes matters in which the CCC was involved in litigation over subpoenas/summonses (in District and Magistrates Courts), and other litigation. Where subpoenas were dealt with without attendant litigation, they have not been included in the calculations.

## Police Service Reviews

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

When a review matter progresses to a hearing, the Review Commissioner is empowered to consider the material presented and prepare written recommendations for the attention of the Commissioner of Police (Commissioner), who

makes the final decision. If a recommendation is not accepted, the Commissioner must provide the Review Commissioner with a statement of reasons for non-acceptance.

The CCC provides secretariat support to Review Commissioners. The secretary coordinates review applications and schedules hearings with Review Commissioners and relevant parties. Review Commissioners, and the review process, are independent of the CCC.

**Table 20: Police Service Review – Outcome of matters**

Police Service Review matters	Promotion	Transfer	Discipline
Matters lodged in 2023-24 <sup>1</sup>	17	6	1
Matters carried forward from 2022-23	6 <sup>2</sup>	0	0
Matters heard	16	0	0
Matters progressing to hearing	0	0	0
Matters pending (e.g. awaiting papers or hearing outcomes)	1	0	1 <sup>3</sup>
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	3	1	0

**Note:**

- 1 disciplinary matter was reported under promotion in the previous report.
- 6 matters carried forward from 22-23 were heard or finalised in 23-24 reporting period.
- Matter currently on hold, awaiting court outcomes.

## Workforce composition

**Table 21: Full-time equivalents (FTE) as at 30 June 2024**

Count of actual FTE	Employment type			
	Permanent	Temporary	Casual	Total
Crime	57	1	1.89	59.89
Corruption	92.05	2.7	-	94.75
Operations Support	69.86	3.45	0.67	73.98
Strategy and Renewal	24.2	5	-	29.2
Office of the Commission	9.4	-	-	9.4
Corporate Services	25.7	1	-	26.7
Information Services	22.5	-	-	22.5
Legal, Risk and Compliance	19.56	-	1	20.56
<b>Total sum of staff FTE<sup>1,2</sup></b>	320.27	13.15	3.56	336.98

**Notes:**

1. Reported data is Paid FTE data derived from the payroll period ending 30 June 2024, sourced from CCC HR Dashboard 01 July 2024 and includes staff who are on paid long-term leave (such as parental leave and ill health leave).
2. Reported data includes commission officers on secondment to the CCC but continuing to be funded by their home agency (such as QPS).

## Appendix A Liaison meetings of the Chairperson

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- On 8 April 2024, I, Mr David Caughlin (Executive Director, Legal, Risk and Compliance) and Ms Brigitte Landers (Acting Principal Lawyer, Corporate Legal) met with the Honourable Catherine Holmes to discuss the *Independent Review into the Crime and Corruption Commission's reporting on the performance of its corruption functions*.
- On 9 April 2024, I and Mr David Caughlin (Executive Director, Legal, Risk and Compliance) met with Mr Steve Gollschewski (Acting Police Commissioner) and Mr Greg Obst (Legal Officer) to discuss matters of mutual interest.
- On 11 April 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 11 April 2024, I met with Mr David Mackie (Public Sector Commissioner), Ms Linda Waugh (Queensland Integrity Commissioner) and Commissioner Donna Adams (Tasmania Police) to participate in interviews for the Queensland Police Service Commissioner position.
- On 23 April 2024, I and Ms Jen O'Farrell (Chief Executive Officer) met with Ms Joanne Kummrow (Queensland Information Commissioner) to discuss matters of mutual interest.
- On 29 April 2024, I and Ms Jen O'Farrell (Chief Executive Officer) met with Assistant Commissioner Virginia Nelson APM (Queensland Police Service) and Mr Sameer Pandya (Senior Business Analyst, Domestic and Family Violence and DNA Reform Program Office, Queensland Police Service) to discuss matters of mutual interest.
- On 30 April 2024, I chaired the Crime Reference Committee meeting.
- On 2 May 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 13 May 2024, I met with Ms Helen Bowskill (Chief Justice) to discuss matters of mutual interest.
- On 23 May 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 28 May 2024, I met with the Honourable Yvette D'Ath MP (Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence), Mr Simon Zanatta (Chief of Staff to the Attorney-General) and Ms Jasmina Joldic (Director-General, Department of Justice and Attorney-General) to discuss the report of the *Independent Review into the Crime and Corruption Commission's reporting on the performance of its corruption functions*.
- On 5 June 2024, I and Ms Jen O'Farrell (Chief Executive Officer) met with Ms Jenny Parker (Human Services Leader, Ernst & Young) and Ms Bronwyn Coward (Manager Consulting Team, Ernst & Young) for an engagement debrief.
- On 11 June 2024, I and Mr David Caughlin (Executive Director, Legal, Risk and Compliance) attended the QPS Integrity & Discipline Board Meeting.
- On 13 June 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 25 June 2024, I chaired the Crime Reference Committee meeting.
- On 25 June 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.

## Appendix B Media

### Media releases

	The following public statements were issued during the reporting period.
9 April 2024	CCC proposes significant reform to Queensland's proceeds of crime regime.
29 May 2024	Statement from CCC Chairperson on the Independent Crime and Corruption Commission Reporting Review.

### Media interviews

Nil	No media interviews were conducted during the reporting period.
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### Media conferences

Nil	No media conferences were conducted during the reporting period.
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### CCC social media

30 June 2024	As at 30 June 2024, the CCC had 1566 'X' (formerly known as Twitter) followers, 2790 Facebook followers, 126 YouTube subscribers and 2322 LinkedIn followers.
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## Appendix C External presentations

Date	Presenter and title	Audience	Topic
<b>April 2024</b>			
18 April 2024	Ms Susan Miles Senior Lawyer Crime Hearings and Legal  Ms Marilyn Lester, Principal Lawyer, Crime Hearings and Legal	Queensland Police Service – Officers in Charge of Child Protection Investigation Units and Criminal Investigation Branch	<i>Crime and Intelligence Hearings - Another investigative tool</i>
23 April 2024	Ali Dollar, Senior Financial Investigator  James Mollard, Senior Financial Investigator	Queensland Police Service	<i>QPS Detective Training Phase 2</i>
26 April 2024	Det. A/Sen. Sgt. Wendy Scorey  Det. A/Sgt Neil Davies Corruption Investigations	Queensland Police Service Recruits	<i>Values, Behaviours &amp; Discipline Panel</i>
<b>May 2024</b>			
2 May 2024	Anagha Joshi, Director Proceeds of Crime  James Mollard, Senior Financial Investigator	Queensland Police Service	<i>QPS Detective Training Phase 3</i>
2 May 2024	Mr Chris Rahmann Director Crime Operations	TF Kubera National Money Laundering Symposium (Representatives from Law Enforcement and related agencies from across Australia.)	<i>Challenges of a Money Laundering Investigation (Operation Aberdeen)</i>
3 May 2024	Sgt Dave Pullen (WP Officer)	Queensland Police Service. Plain clothes police officers	<i>QPS Detective Training Phase 3 Role and function of the Witness Protection Unit and how we can assist investigators to protect witnesses.</i>
8 May 2024	Ms Lauren Mateer, Director Assessment, Intake and Assessment  Ms Zora Valeska, Director Assessment and Capability, Intake and Assessment	HR practitioners from Department of Health and Hospital and Health Services.	<i>Identifying and assessing corrupt conduct</i>
<b>June 2024</b>			
20 June 2024	Det. Inspector Sue Newton  Det. A/Sen. Sgt. Wendy Scorey, Corruption Investigations	Queensland Police Service Recruits	<i>Values, Behaviours &amp; Discipline Panel</i>



## Crime and Corruption Commission

QUEENSLAND

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