



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 2025**



About this report

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 19 August 2025.

The report covers the period 1 April to 30 June 2025.

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.

Contents

About this report	2
A message on behalf of the Commission	4
Year-to-date highlights	5
Agency overview	8
Key deliverables	9
Objective: Efficient and Effective	10
Objective: Safe and Capable	13
Objective: Accessible, Accountable and Collaborative	16
Objective: Continuous improvement	17
Key statistics 2024–25	18
Appendix A Liaison meetings of the Chairperson	28
Appendix B Media	29
Appendix C External presentations	30



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 to 30 June 2025.

Operationally, during the reporting period the Crime Division finalised an investigation into the production and trafficking of dangerous drugs, and the supplying of substances to other criminal networks for the purpose of producing dangerous drugs. It also progressed an investigation in relation to alleged money laundering involving a professional facilitator and involving the use of beneficial trusts to obscure alleged criminally derived assets.

During the reporting period the CCC used its hearings powers to assist QPS investigations into matters including homicides and the possession, creation and distribution of child exploitation material.

In relation to proceeds of crime, as at the end of the reporting period the CCC had obtained eight restraining orders to the value of \$5.643 M and seven confiscations of property by the state to the value of \$6.403 M relating to illicit markets. An additional \$11.1 M was confiscated by the state during 2024-25. The matter involved a fraud in connection with a false claim, made to a Queensland government department, for reimbursement to a farming enterprise in rural Queensland under the Murray-Darling Basin Healthy Headwaters program.

For the period 1 April to 30 June 2025, the Corruption Division received 1,230 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 129 have been triaged as meeting the criteria of serious, systemic and/or of strategic importance. In the same period, 105 of the serious, systemic and/or strategic matters were assessed.

During the period a total of 1,215 corruption matters were assessed. Of these, 4 were retained for CCC investigation, 12 matters were referred to the UPA – subject to CCC monitoring, 63 were referred to the UPA – subject to outcome advice, 730 were referred to the UPA – no further advice required, and 406 were assessed as requiring no further action.

The CCC's Corruption Perceptions Survey of public sector employees and community members was open from 28 March to 9 May 2025. The results have now been analysed and will be published in the first quarter of the new financial year.

Our work continues on the implementation of recommendations made by the Commission of Inquiry into the CCC. As at 30 June 2025, the CCC had implemented 26 of the 30 recommendations for which we have responsibility.

Matters arising from the public meeting of 13 May 2025.

No matters requiring further reporting were raised at this meeting.

Bruce Barbour

Chairperson

Year-to-date highlights



25 crime investigations commenced

24 crime investigations finalised



5,422 complaints of suspected corruption received

5,567 complaints of suspected corruption assessed



8 recovery orders over assets totalling

\$17.503 M confiscated by the state



34 corruption investigations commenced

41 corruption investigations finalised



222 law enforcement intelligence and
information disclosures related to CCC crime
functions



10 days of hearings relating to corruption
investigations



133 days of hearings relating to crime
investigations and intelligence matters



33 Prevention recommendations made from
corruption investigations

CCC Strategic Plan 2023–27 *(updated 2024)*

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 2023–27 (*updated 2025*) strategic plan can be found on our website: ccc.qld.gov.au.

Agency overview

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 confiscated by 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

Performance outcomes from 1 April to 30 June 2025
are detailed in the following pages.¹

¹ 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, through the use of our hearing powers; working with and sharing intelligence with the Queensland Police Service and other law enforcement partners and confiscating criminal profits.

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 finalised one QPS referred investigation and progressed three, including:

- an investigation into drug trafficking and money laundering by a syndicate on the Gold Coast with links to an Outlaw Motorcycle Gang (OMCG), and
- an investigation into the manufacture, distribution and storage of weapons and explosives in Brisbane and surrounding areas.

CCC major crime investigations

During the reporting period, the CCC finalised one major crime investigation and progressed another, specifically:

- an investigation into the production and trafficking of dangerous drugs, and the supplying of substances to other criminal networks for the purpose of producing dangerous drugs, by a Brisbane based criminal network, and
- an investigation arising out of a previous CCC specific intelligence operation in relation to alleged money laundering involving a professional facilitator and involving the use of beneficial trusts to obscure alleged criminally derived assets.

Intelligence operations

During the reporting period, the CCC finalised one intelligence operation and progressed another, specifically:

- an intelligence operation focused on assessing the methodologies of an organisation alleged to be facilitating the production of dangerous drugs by multiple alleged criminal networks, and opportunities to strengthen the regulatory environment for the organisation's activities, and
- an intelligence operation focused on targeting a professional money laundering syndicate (involved in using multiple shell companies, trade-based money laundering methods, the use of financial service providers and cryptocurrency) and identifying opportunities for law enforcement to disrupt those alleged activities.

Intelligence and information 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 and other information 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 and 30 June 2025, the CCC made 73 intelligence and information disclosures to law enforcement. A disclosure may contain one or more discrete information reports or intelligence products. *For more information on disclosures and request for information see Table 3 on page 20.*

Proceeds of crime recovery

As at the end of the reporting period the CCC obtained eight restraining orders to the value of \$5.643 M and seven confiscations of property by the state to the value of \$6.403 M relating to illicit markets. *For Year-to-Date data on proceeds of crime outcomes see Table 5 on page 21.* Although not directly related to illicit markets, an additional \$11.1 M was confiscated by the state during 2024-25. The matter involved a fraud in connection with a false claim, made to a Queensland government department, for reimbursement to a farming enterprise in rural Queensland under the Murray-Darling Basin Healthy Headwater's program. The CCC obtained one restraining order to the value of \$0.152 M for confiscation of property not related to illicit markets.

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, Organised Crime General Referral, a Specific Referral, or as a special intelligence operation, depending on the circumstances of the case.

During the reporting period, the CCC finalised two investigations referred by the QPS and progressed four, through the examination of witnesses at a hearing, specifically:

- a multi-jurisdictional investigation into the homicide of two males in March 2002, believed to be linked
- an investigation into the homicide of a 53-year-old male in the Brisbane region in January 2025
- an investigation into the suspected homicide of a 49-year-old female in the Brisbane region in February 2025
- an investigation into the suspected homicide of a 67-year-old male in the Mackay region on an unknown date in November 2024
- an investigation into the homicide of a 27-year-old female in Toowoomba in February 2025, and
- an investigation into the homicide of a 17-year-old female at or near Bundaberg in May 2025.

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 finalised one investigation referred by the QPS and progressed another, through the examination of witnesses at a hearing, specifically:

- an investigation into the alleged torture inflicted on a ten-week-old child between January 2025 and March 2025, and
- an investigation into the possession, creation and distribution of child exploitation material by a 51-year-old male over a period currently assessed as 10 years.

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/or strategic

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. After sufficient enquiries are completed, the matter is assessed against the Corruption Referral Prioritisation Model (CRPM), which applies agreed criteria to inform and recommend an assessment outcome. If the CRPM recommends investigation by the CCC, including jointly with the UPA, or referral to a UPA to deal with, subject to monitoring, the matter is then briefed to the Executive Leadership Team (ELT) for an assessment decision. Where the CRPM indicates a matter should be referred back to a UPA to deal with, subject to outcome advice, the matter is then referred to the Director Assessments or the Executive Director Intake and Assessment for review and to confirm the decision. The Director and Executive Director also consider and, if appropriate, confirm recommendations to take no further action on a matter.

For the period 1 April to 30 June 2025, the CCC received 1,230 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 129 have been triaged as meeting the criteria of serious, systemic and/or of strategic importance. In the same period, 105 of the serious, systemic and/or strategic matters were assessed.

During the period a total of 1,215 matters were assessed. Of these, 4 were retained for CCC investigation, 12 matters were referred to the UPA – subject to CCC monitoring, 63 were referred to the UPA – subject to outcome advice, 730 were referred to the UPA – no further advice required, and 406 were assessed as requiring no further action.

Corruption investigations

As at 30 June 2025, the CCC is progressing 22 investigations. During the reporting period, the CCC finalised 15 investigations. In summary:

- Three investigations resulted in briefs of evidence relating to various charges including fraud, official corruption, misconduct in relation to public office and fraudulent falsification of records being referred to the Office of the Director of Public Prosecutions (DPP) for advice as to the suitability of a criminal prosecution.
- One investigation was finalised in relation to misuse of authority and was referred to the UPA subject to CCC monitoring. This followed significant financial inquiries/analysis undertaken during the CCC investigation in which additional information regarding possible conflicts of interest were identified and it was considered appropriate for referral to the UPA.

- One investigation was finalised in relation to misuse of information and while the conduct as described in the allegation was proven, it did not satisfy all elements of 'corrupt conduct' as defined under section 15 of the *Crime and Corruption Act 2001*, and no further action was required.
- Ten investigations were finalised in relation to misuse of office/authority, misuse of information, misappropriation and assault/use of excessive force. The investigations did not substantiate any allegations of corrupt conduct.

Corruption monitoring program

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

The CCC's monitoring model engages with UPAs to support them in dealing with and investigating matters, provides flexibility on reporting timeframes based on the complexity of the matter, provides structured engagement during the course of the investigation to enable the CCC to intervene if required, and focuses on improving investigative quality and prevention outcomes.

During the period 1 April to 30 June 2025, 13 new matters were referred for monitoring and 21 matters were finalised. As at 30 June 2025, 53 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:

- supporting the adoption of IT enabled platforms to streamline processes and enhance consistency and collaboration
- identifying and prioritising capability development, development targeted frameworks and tools to support employees to be capable and confident
- expanding early career pathway options
- prioritising diversity and inclusion frameworks and tools to support employees and their managers to operate inclusively
- expanding leadership development initiatives to build a pipeline of capable and adaptable leaders, and
- supporting employee wellbeing through corporate initiatives and peer networks.

Activities progressed or delivered during this reporting period include:

Leadership and Performance Management

A range of professional development opportunities have been scheduled and published via an annual calendar to support leadership and management capability uplift for existing and emerging leaders. These courses cover effective onboarding, positive performance management, critical thinking, strengthening collaboration, and emerging leadership. The CCC continues to manage a SES/SO relieving process to provide practical on-the-job experience.

Consultation with divisional leadership teams was undertaken during this time to gather inputs to inform further development and implementation of additional professional development opportunities to support leadership, including mentoring.

Nurturing a safe and healthy workplace

As a “Skilled Workplace” recognised through the Mental Health First Aid (MHFA) Australia Workplace Recognition Program we maintained our commitment to meaningful change through mental health first aid training. Eight mental health first aid workshops have been delivered in 2025 by our internal facilitator. In June we piloted a new offering in Trauma Informed Awareness which was well attended across two workshops.

We continue to deliver on the Organisational Safety Action Plan, the Wellbeing Action Plan and the Psychological Health Screening program to ensure that we maintain a safe and healthy workplace for everyone.

Continue to enhance diversity and inclusion

On 30 April 2025, the CCC submitted its first Equity and Diversity Audit Report to the Public Sector Commission.

The audit represents a baseline and a strong foundation for further improvement. It enabled us to assess how we are progressing in equity and diversity. Based on the audit findings, it is recognised that the CCC has made solid progress in creating a supportive and inclusive workplace, and we are committed to building on this momentum.

Alongside the audit, we are proud to launch our Diversity, Inclusion and Belonging (DIB) Strategy and Action Plan. This plan was developed through a consultation phase with contributions from across the agency.

In March, April and May we held a number of recognition events to mark International Women’s Day and to raise awareness on neurodiversity and LGBTQIA+ in the workplace. National Reconciliation Week was recognised through all staff Communications. In July we will celebrate First Nations cultures and achievements in NAIDOC Week.

Expanding early career pathways

We continue to support placements through the Department of Premier and Cabinet Policy Futures Program. The current graduate is gaining experience in the Legal, Risk and Compliance team. The next placement will take place in the Corruption Prevention and Engagement team. One of the legal interns from the Summer Internship program returned in June for the 4-week winter placement to work in the Crime Division.

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 to get ahead of increasingly sophisticated perpetrators of 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:

- **Case Management System (CMS):** The project to deliver an investigation case management system for crime and corruption investigations is progressing through the procurement phase, including a proof-of-concept stage to inform procurement decisions.
- **Human Resource Information System:** The CCC is progressing the project to procure a digital solution to improve workforce management by having a single source of truth for human resources related information.
- **Call Charge Record Database Replacement:** The CCC is modernising its call charge record database to deliver streamlined services and provide a faster, more efficient environment for searching, reporting and uploading for Intelligence Officers and Investigators. Implementation is anticipated to be completed by the end of 2025.
- **Electronic Evidence Review Platform:** The CCC commenced work to identify a new platform to review electronic evidence including redesigning our underpinning infrastructure to increase the speed by which investigators can access and review electronic evidence.

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.

Activities progressed or delivered during this reporting period include:

- **Outcomes Data Proof-of-Concept (PoC):** Progress is being made on developing a proof of concept to enable the exchange of Corruption Investigation Outcomes Data with the Department of Education. This PoC will inform the suitability of such a method for wider application with other Units of Public Administration. During the reporting period, key activities included application testing and fixing identified defects. Onboarding of internal and external users is complete and PoC testing will commence in July 2025.
- **Analytics Data Warehouse (ADW):** Ongoing efforts are focused on enhancing the efficiency of COMPASS-related performance reporting directly from the ADW. Tier 1 and 2 corruption-related SDS measures have been completed and are undergoing testing. In addition, work has been completed to ingest external data assets in the ADW - Geoscape Geocoded National Address File data to create a unified location dataset.
- **Data Literacy Uplift:** The CCC proactively drives data literacy across the organisation through a program of targeted and general sessions. These initiatives enhance the organisation's ability to effectively understand, analyse, and utilise data. An example of these initiatives is delivery of a Power BI-focused session to increase awareness and knowledge of the practical application of this data analysis, visualisation and reporting tool.
- **Business intelligence dashboards:** Where possible, dashboards extract data from the CCC's ADW for use as input to several performance and tracking dashboards:
 - Intake and Assessment dashboard, Monitoring Dashboard and QPS Officer Risk dashboard are maintained as business as usual and provide relevant insights to business users.
 - Ad-hoc Reporting: The Analytics team continues to support ad-hoc reporting requests using the ADW, other data extracts, or analytical tools.
- **Corruption Data and Insights plan:** Work continues to deliver internal Corruption Insights Dashboard as part of the delivery of Corruption Data and Insights plan. Business requirements gathering has been completed and further work will be undertaken in the current FY.
- **Integrated Business Planning Prioratisation Tool:** Collaboration with subject matter experts has been completed, resulting in the development of a tool that informs prioritising initiatives for internal funding which aligns with the CCC's organisational goals.

Objective: Accessible, Accountable and Collaborative

Key Deliverable:

Effectively engaging with stakeholders, partners and the community to promote a culture of transparency, accountability and confidence.

Corruption prevention and engagement function

The Corruption Prevention and Engagement unit was established 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 relation to specific stakeholder engagement activities, the following initiatives were undertaken in this reporting period.

- Delivered the first Corruption in Focus online forum with 81 public sector integrity professionals, including CCC Liaison Officers. The slides and fact sheets about our corruption priorities, definition of serious and systemic corrupt conduct, and our updated assessment processes were issued to all registered (138) attendees following the event.
- Issued the second edition of the Corruption in Focus newsletter to 642 Liaison Officers, Public Officials and UPA integrity professionals. The June edition aligned with Privacy Awareness Week and included information linking breaches of privacy to corrupt conduct. The Corruption in Focus online forum slides and associated resources were also included expanding our reach.
- In May, the CCC attended a Redland City Council Councillor workshop with the Office of the Independent Assessor and the Department of Local Government, Water and Volunteers to educate elected officials about good conduct and integrity.
- Updated and published two joint prevention advisories in May 2025 – CCC and Queensland State Archives Public Records advice for Public Authorities and Local Government – following consultation and engagement with State Archives.
- Presented to 91 Community of Practice for Ethical Behaviour (CoPEB) members about the corruption operating model and position statement, corruption priorities, renewed definition of serious and systemic corruption, the prevention and policy function, data and insights plan and the stakeholder engagement and communication strategy, with a particular focus on what it means for CCC Liaison Officers and integrity professionals working in the public service.
- Attended and presented to the interjurisdictional Corruption Prevention Practitioner's Forum about the corruption priorities and definition of serious and systemic corruption. The twice-yearly forum is an opportunity for corruption prevention and engagement leaders working in anti-corruption agencies to discuss key activities and share ideas.

Corruption Perceptions Survey 2025

Between March and May 2025, the CCC undertook a survey of community members and the public sector about corruption and integrity in Queensland.

The Corruption Perceptions Survey 2025 asked employees of public service departments, hospital and health services, and local governments for their views on corruption risks, attitudes towards reporting corruption, and integrity. Participation in the survey was voluntary and anonymous, and all responses were private and confidential.

Over 7,000 employees of entities within our jurisdiction took part, as well as over 3,000 members of the Queensland community. We will publish the full results on our website in July 2025.

Objective: Continuous improvement

Key Deliverable:

Implementing the recommendations from the *Commission of Inquiry relating to the Crime and Corruption Commission Report*.

CCC response to Commission of Inquiry (COI):

The CCC has provided 30 progress reports to the Minister, the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner. As at 30 June 2025, the CCC has implemented 26 recommendations in full and four remain in progress with a planned completion date of 30 June 2026. The CCC has also published 10 progress reports on its website (<https://www.ccc.qld.gov.au/publications>).

Key statistics 2024–25

Key statistics for the 2024–25 financial year
are detailed in the following pages³.

³ All financial year 24–25 data is for the period 1 July 2024 to 30 June 2025.
Public Report to the Parliamentary Crime and Corruption Committee

Service Delivery Standards (SDS): Crime Fighting and Anti-Corruption

As part of the Queensland Government's budget process, the CCC reports its non-financial performance in the Department of Justice and Attorney-General Service Delivery Statement⁴.

Service area objective: Protect Queenslanders from major crime and corruption

Table 1: Service Delivery Standards

Performance indicator	2024-25 Target
<i>Effectiveness measures</i>	
Percentage of targeted criminal organisation participants subject to an intelligence outcome as a result of CCC intelligence operations	≥90%
Percentage of hearings that add value to referred crime investigations	≥90%
Percentage of corruption investigations resulting in significant outcomes	≥75%
Corruption investigation clearance rate: finalised/commenced	≥80%
Average days to finalise a referred crime investigation	≤180 days
<i>Efficiency measures</i>	
Average cost per witness appearance for referred crime investigations	≤\$5,000
Average cost per assessment of corrupt conduct/police misconduct complaints	≤\$900

The CCC's SDS performance is reported annually in the CCC's Annual report⁵.

⁴ https://budget.qld.gov.au/files/Budget_2024-25_SDS_Department_of_Justice_and_Attorney-General.pdf

⁵ <https://www.ccc.qld.gov.au/publications/ccc-annual-report-2023-24>

Other CCC operational performance measures

CCC crime investigations

Table 2: Summary – Crime investigations¹

Description	YTD 2024-25
Total number of investigations commenced	25
Total number of investigations finalised	24
- People charged ²	14
- Charges laid	57

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 3: Disclosures and requests for information (Crime)¹

Nature of disclosure	YTD 2024-25
CCC Investigations	18
Intelligence Operations	42
Referred Investigations	81
Strategic & Other ²	65
Proceeds Matter	16
Total	222

Notes:

1. Crime investigations include CCC Crime Investigations, Referred Crime Investigations, CCC Intelligence Operations and Immediate Response Investigations.
2. Includes disclosures in response to specific intelligence information requests made from external agencies.

Table 4: CCC crime hearings overview

Description	YTD 2024-25	
	Crime investigation hearings	Crime intelligence hearings
Hearing days	113	20
Witnesses attending	115	18
Attendance notices served ¹	151	27

Notes:

1. The difference between the number of attendance notices served (which includes both s82 and s83 notices) and the number of witnesses attending is due to a combination of reasons. These include that more than one attendance notice may be served to a witness attending one crime hearing, timing difference between issuing the notices and hearings being held, witnesses failing to attend or to provide a reasonable excuse which would enable a hearing date to be rescheduled.

Proceeds of Crime

Table 5: Proceeds of crime outcomes

Description	Number	YTD 2024–25
Restraining orders obtained	9	\$5.795 M
Confiscations of property by the state	8	\$17.503 M

Figure 1: Value of criminal proceeds restrained: 2019-20 to 2024-25 YTD

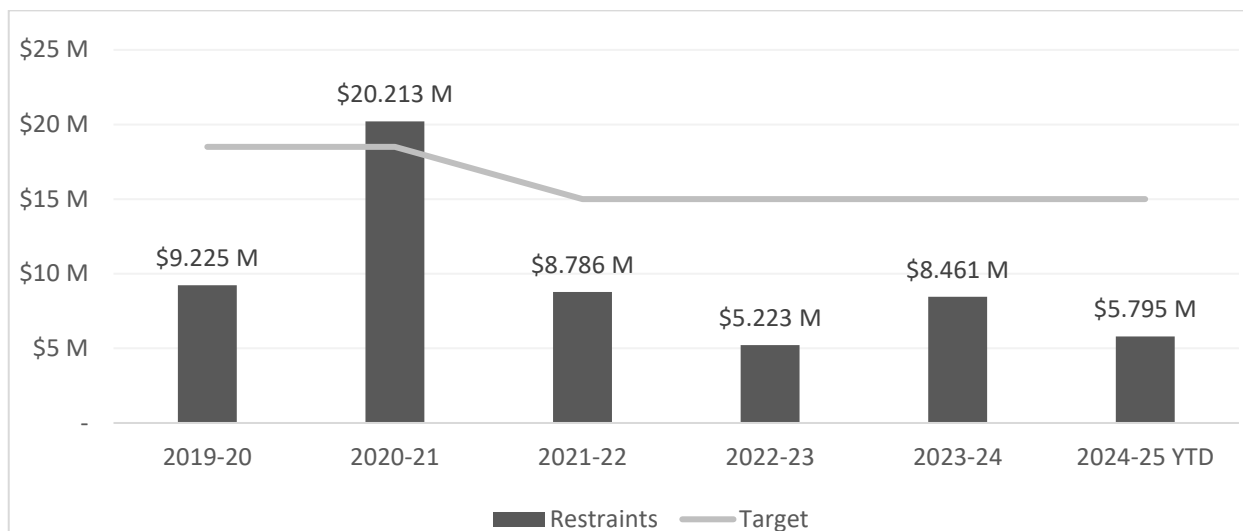


Figure 2: Value of criminal proceeds confiscated: 2019-20 to 2024-25 YTD

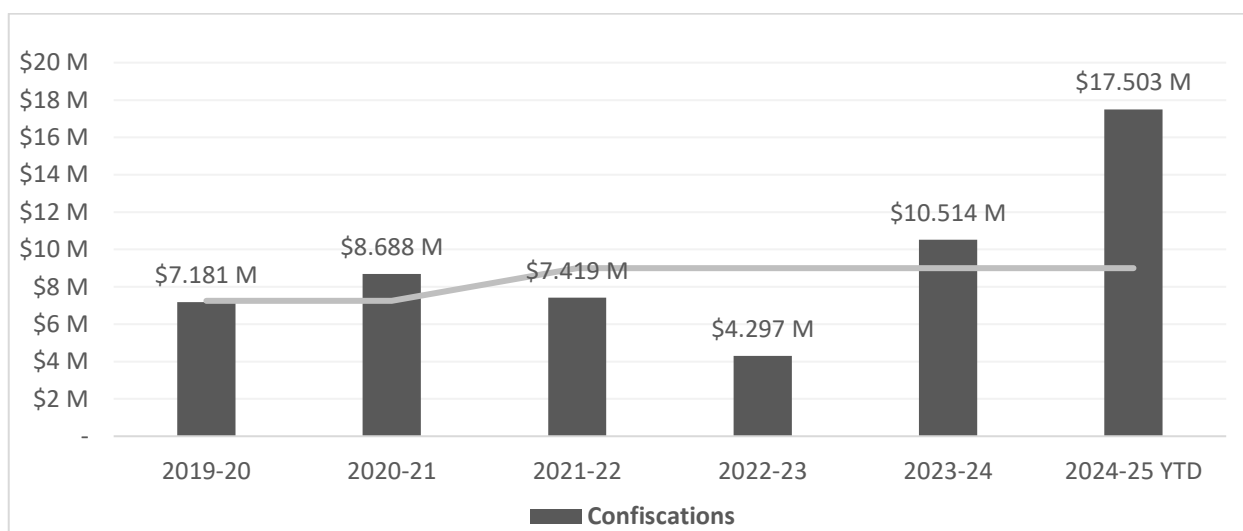


Table 6: Proceeds of Crime matters in progress

Description	YTD 2024–25	
	Number	Value
Civil confiscation matters involving restrained property	20	\$16.585 M
Matters pending restraint	18	\$15.000 M

Table 7: Proceeds of Crime total restraints and confiscations (since 2002)

Description	YTD 2024–25
Restrains	\$327.726 M
Confiscations	\$170.595 M

Complaints

Table 8: Complaints received and assessed

Description	YTD 2024–25
Total complaints received ¹	5,422
% increase or decrease when compared to 2023–24	▲ 8 %
Percentage of complaints assessed within 30 days (target: 85%) ²	55 %
% increase or decrease when compared to 2023–24	▲ 12%
% allegations relating to the QPS	53 %
% allegations relating to other units of public administration (excluding QPS)	47 %
Total complaints assessed	5,567
% increase or decrease when compared to 2023–24	▲ 8 %

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. In 2023-24 the CCC experienced a 28% increase in the number of complaints received when compared to 2022-23, with a further 8% increase in the 2024-25 financial year (when compared to 2023-24). This has resulted in assessment delays and necessitated ongoing change processes.

Table 9: Complaints received – QPS¹

Description	YTD 2024–25
Complaints received	2,923
% increase or decrease when compared to 2023–24 ¹	▲ 4 %
Allegations received for Queensland Police Service ²	5,337

Notes:

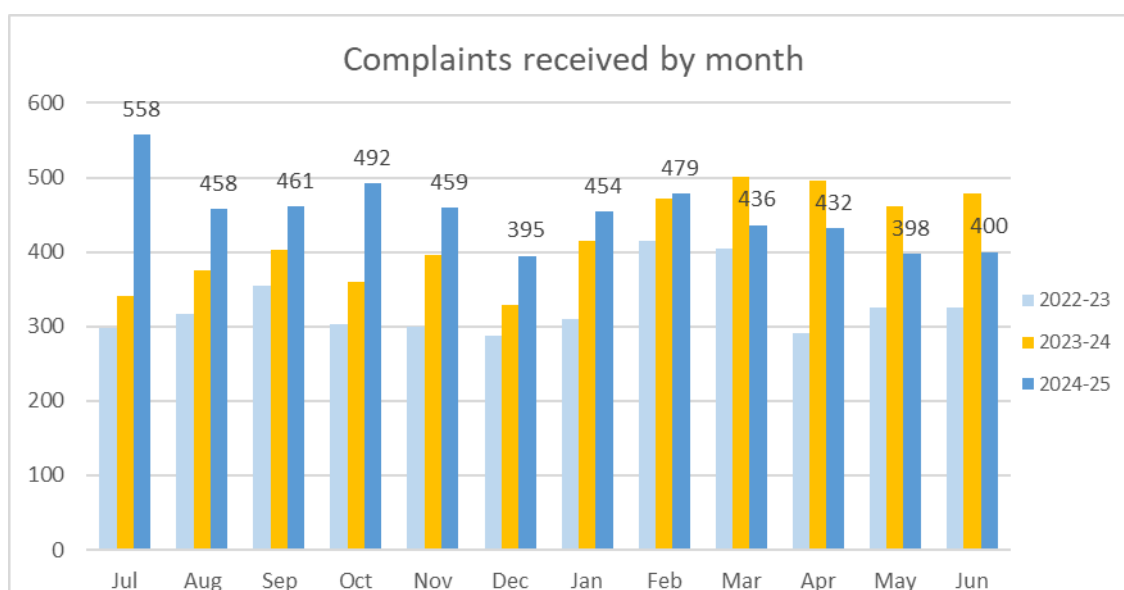
1. Complaints by Aboriginal and Torres Strait Islander people comprised 8% of the total complaints made against QPS officers (sworn officers and civilian staff), which is a 1% increase when compared to the same period in 2023–24.
2. The CCC has removed a significant administrative burden, associated with distilling multiple allegations on complaints not identified as involving conduct that is serious, systemic or of strategic importance, by only entering the primary allegation. By not distilling all allegations for each complaint, the number of allegations being recorded, has decreased, even though complaint numbers have increased. This change to process has resulted in the CCC being able to refer matters notified to the CCC, by the QPS, to the QPS within one week of receipt of the notification.

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

Description	YTD 2024-25
Complaints received for public sector ¹ (Including government owned corporations and Members of Parliament)	2,490
% increase or decrease when compared to 2023–24	▲ 19 %
Complaints received for local government sector ³	428
% increase or decrease when compared to 2023–24	▲ 8 %
Allegations received for public sector ² (Including government owned corporations and Members of Parliament)	4,042
Allegations received for local government sector ²	710

Notes:

1. The number of complaints by sector may be higher than total complaints received as one complaint may relate to multiple sectors.
2. The CCC has removed a significant administrative burden, associated with distilling multiple allegations on complaints not identified as involving conduct that is serious, systemic or of strategic importance, by only entering the primary allegation. Despite this change, the UPA is advised that all the corrupt conduct matters notified are referred back to be dealt with. By not distilling all allegations for each complaint, the number of allegations being recorded, has decreased, even though complaint numbers have increased. This change to process has resulted in the CCC being able to refer matters notified to the CCC to UPA's within one week of receipt of the notification.

Figure 3: Total number of complaints received: 2022–23 to 2024–25¹

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	YTD 2024–25
Retained for CCC investigation	33
Referred to the appropriate agency, subject to the CCC's monitoring role	39
Referred to the appropriate agency, outcome advice required by the CCC	274
Referred to the appropriate agency, with no further advice required by the CCC	3,387
Requiring no further action	1,834
Total complaints assessed	5,567

CCC corruption investigations

Table 12: Summary – CCC corruption investigations

Description	YTD 2024–25
Total number of investigations commenced ¹	34
Total number of Investigations finalised ²	41
- People charged	1
- Charges laid	1
Recommendations for disciplinary action	1
- No. of people	1
Prevention recommendations	33

Note:

1. The total number of investigations commenced in the reporting period (1 July 2024 – 30 June 2025) may differ to the total number of complaints assessed as retained for investigation (refer Table 11) due to the CCC assuming responsibility for complaints originally referred to UPAs to be dealt with.
2. Six investigations resulted in numerous briefs of evidence being referred to the Office of the Director of Public Prosecutions (DPP) for advice as to the suitability of a criminal prosecution.

Table 13: CCC corruption investigations – QPS

Description	YTD 2024–25
Number of investigations commenced	6
Number of investigations finalised	2
- People charged	0
- Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	0

Table 14: CCC corruption investigations – other units of public administration (excluding QPS)

Description	YTD 2024–25
Number of investigations commenced	28
Number of investigations finalised	39
People charged	1
Charges laid	1
Recommendations for disciplinary action	1
No. of people	1
Prevention recommendations	33

Table 15: Duration of current CCC corruption investigations

Description	YTD 2024–25 #	YTD 2024–25 %
< 6 months	5	23 %
6-12 months	15	68 %
> 12 months	2	9 %
Total of investigations	22	100 %

Monitoring allegations of corruption referred to other agencies

Table 16: Reviews of referred matters

Description	YTD 2024–25
Median days ¹ to complete a monitored investigation final report review	56 days ²
Final reviews	87
Public sector reviews (including local Government)	49
QPS reviews	38
Median days to complete a monitored investigation Interim report review	7 days
Interim reviews	51
Public sector reviews (including local Government)	34
QPS reviews	17
Reviewable decisions ³	125

Notes:

1. Target is 30 Days. Median days calculated using a 7-day week.
2. Due to organisational impacts experienced as a result of long-term vacancies, and planned and unplanned leave of staff within the team, the median days to complete a monitored investigation final report has been impacted.
3. 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.

Corruption hearings

Table 17: CCC corruption hearings

Description	YTD 2024–25
	Corruption investigation hearings
Hearing days	10
Witnesses attending	12
Attendance notices served	9

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 18: Summary of police-related deaths and significant events

Description	YTD 2024–25
Police-related deaths	12
Notifications of significant events QPS	119

Legal services

Table 19: Queensland and Civil and Administrative Tribunal (QCAT) proceedings

Description	YTD 2024–25 Number
Review applications filed ¹	3
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings)	22
Police disciplinary matters finalised	10
Ongoing corrupt conduct proceedings	0
Ongoing disciplinary review matters	12
Appeals before the Appeal Tribunal ²	3

Notes:

1. It has been identified that one matter recorded as filed in FY24-25 was instead filed in late-FY23-24. This has led to one matter having been recorded as incorrectly filed in FY24-25. During the reporting period one new application was filed. As such, the figure is unchanged.
2. Includes one matter subject to two appeals, travelling together and one matter which finalised 30 April 2025

Table 20: Other legal proceedings

Description	YTD 2024–25 Number
Judicial reviews ¹	3
Section 195 appeals (Supreme Court)	0
Contempt Applications (Supreme Court) ²	1
Other Supreme Court proceeding ³	1
Court of Appeal Matters	0
High Court Matters	0
Other Court Matters ⁴	4

Notes:

1. One matter was finalised by the Supreme Court on 7 June 2025, the remaining two matters are ongoing.
2. Matter was finalised by the Supreme Court on 1 May 2025.
3. This category name has been changed to more precisely reflect that this is exclusive of judicial reviews, contempt applications and s195 appeals, which are specifically reported in other categories.
4. Includes matters in which the CCC was involved in other litigation, such as over subpoenas, summonses or requests for disclosure, as well as other legal proceedings.

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 21: Police Service Review – Outcome of matters

Police Service Review matters	Review type - YTD 2024–25		
	Promotion	Transfer	Discipline
Matters lodged in 2024-25	22	0	3
Matters carried forward from 2023-24	4	0	0
Matters heard	11	0	1
Matters progressing to hearing	7	0	0
Matters pending (e.g. awaiting papers or hearing outcomes)	0	0	0
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	8	0	2

Workforce composition

Table 22: Average Full-time Equivalents (FTE) in June 2025

Count of actual FTE	Employment type - YTD 2024–25				
	Permanent	Police	Temporary	Casual	Total
Crime	50.4	9.0	0.6	0.7	60.7
Corruption	83.2	10.0	3.0	0.0	96.2
Operations Support	25.8	43.0	0.00	4.0	72.8
Strategy and Renewal	15.7	0.0	10.9	0.0	26.6
Office of the Commission	5.4	0.0	1.0	0.0	6.4
Corporate Services	25.1	0.0	2.0	0.0	27.1
Information Services	25.9	0.0	2.6	0.0	28.5
Legal, Risk and Compliance	19.5	0.0	0.0	0.0	19.5
Total sum of staff FTE ^{1,2}	251.0	62.0	20.1	4.7	337.8

Notes:

1. Paid FTE data above is from the payroll period ending **30 June 2025**. The data has been sourced from the CCC internal HR Dashboard **01 July 2025** and includes staff who are on paid long-term leave, such as parental leave, long service leave or sick leave and excludes recruitment agency temps/contractors.
2. Reported data includes commission officers on secondment to the CCC and who continue to be paid by their home agency, such as QPS.

Appendix A Liaison meetings of the Chairperson

- On 2 April 2025, I attended the Justice, Integrity and Community Safety Committee public inquiry into the Crime and Corruption (Restoring Reporting Powers) Amendment Bill 2025 as a witness.
- On 8 April 2025, I and Ms Jen O’Farrell (Chief Executive Officer) met with Ms Joanne Kummrow (Queensland Information Commissioner) to discuss matters of mutual interest.
- On 10 April 2025, I met with The Honourable Deborah Frecklington MP (Attorney-General and Minister for Justice and Minister for Integrity) to discuss matters of mutual interest.
- On 10 April 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 1 May 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 7 May 2025, I met with Ms Kate Connors (Deputy Director-General for the Department of Justice) to discuss matters of mutual interest.
- On 22 May 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 27 May 2025, I and Ms Jen O’Farrell (Chief Executive Officer) attended a meeting of national Anti-Corruption Agency Commissioners and CEOs.
- On 12 June 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 24 June 2025, I chaired the Crime Reference Committee meeting.
- On 30 June 2025, I and Ms Jen O’Farrell (Chief Executive Officer) met with The Honourable Deborah Frecklington MP (Attorney-General and Minister for Justice and Minister for Integrity), Ms Sarah Cruickshank (Director-General, Department of Justice), Ms Leanne Robertson (Assistant Director-General, Department of Justice), Mr Daniel Purdie MP (Minister for Police and Emergency Services) Acting Commissioner Shane Chelepy APM (Queensland Police Service), Deputy Commissioner Cheryl Scanlon APM (Queensland Police Service), Mr Ben Murphy (Chief of Staff to the Attorney-General) and Mr Jake Durrington (Senior Policy Advisor to the Attorney-General) to discuss the recommendation made by the Independent Commission of Inquiry into Queensland Police Service responses to domestic and family violence in November 2022 for the establishment of a Police Integrity Unit.

Appendix B Media

Media releases	
NIL	There were no media releases issued in the period.
Media interviews	
NIL	There were no media interviews conducted in the period.
Media conferences	
NIL	There were no media conferences held in the period.
CCC social media	
30 June 2025	<p>As at 30 June 2025, the CCC had 1524 X Followers, 2727 Facebook Followers, 171 YouTube Subscribers and 3245 LinkedIn Followers</p> <p>Twitter has been officially known as X since July 2023.</p>

Appendix C External presentations

Date	Presenter and title	Audience	Topic
April 2025			
3 April 2025	Marilyn Lester Principal Lawyer Crime Hearings and Legal	Detectives completing the Detective Training Phase 3	<i>Crime and Intelligence Hearings: Another Investigative Tool</i>
3 April 2025	Anagha Joshi Director Proceeds of Crime	Detectives completing the Detective Training Phase 3	<i>Recovering Proceeds of Crime</i>
7 April 2025	Sgt Dave Pullen Witness Protection Unit	QPS Detective Training	<i>Witness Protection Information Session for Detective Training Section - Phase 3 investigators</i>
9 April 2025	Sharon Loder Senior Executive Officer (Crime)	Queensland Joint Management Group (of law enforcement agencies under the ANZ Protocol for Management of Multi-Agency Serious and Organised Crime Investigations)	<i>Digital Assets Policy and Procedures for law enforcement operations</i>
23 April 2025	A/Sgt Kevin Mageean S/C Sarah Loth S/C Renee Robertson Witness Protection Unit	5x QPS officers (various sections)	<i>Witness Protection Information Session for upcoming Selection Course & Vacancies</i>
May 2025			
7 May 2025	Craig Capper Senior Executive Officer (Corruption) Rhiannon Boden Executive Director Corruption Prevention and Engagement Elizabeth Foulger Executive Director, Intake and Assessment Katherine Fisher Director, Strategic Insights and Prevention	Corruption Forum 81 Liaison Officers and Public Officials (online)	<i>Corruption insights, priorities, prevention and engagement program and Intake and Assessment changes</i>
12 May 2025	Craig Capper, Senior Executive Officer (Corruption) Rhiannon Boden, Executive Director Corruption Prevention and Engagement	Queensland Art Gallery Board of Trustees	<i>Understanding the corruption landscape (strategic trends, risks and opportunities relevant to the agency)</i>
14 May 2025	Rhiannon Boden, Executive Director Corruption Prevention and Engagement	Interjurisdictional meeting – about 16 corruption prevention and engagement senior officers from Australian integrity agencies.	<i>Corruption insights, priorities, prevention and engagement</i>

Date	Presenter and title	Audience	Topic
June 2025			
4 June 2025	S/C Sarah Loth S/C Duncan Saunders Witness Protection Unit	Cairns Criminal Investigation Branch & Child Protection Investigation Unit	<i>Witness Protection Information Session for regional investigators</i>
5 June 2025	S/C Sarah Loth S/C Duncan Saunders - Witness Protection Unit	Townsville Criminal Investigation Branch & Child Protection Investigation Unit	<i>Witness Protection Information Session for regional investigators</i>
5 June 2025	Detective Sergeant Nick Perriman, Corruption Investigations	Queensland Police Service Academy recruits.	<i>Panel discussion (Q&A) on Ethics, Values, Discipline and Behaviours</i>
5 June 2025	Rhiannon Boden, Executive Director Corruption Prevention and Engagement Katherine Fisher Director, Strategic Insights and Prevention Chloe Carpenter Director, Engagement and Partnerships	Public Sector Commission's Community of Practice for Ethical Behaviour	<i>Corruption priorities, prevention and engagement initiatives</i>
10 June 2025	S/C Renee Robertson S/C Josh Huntley Witness Protection Unit	Rockhampton Criminal Investigation Branch, Child Protection Investigation Unit & Tactical Crime Squad	<i>Witness Protection Information Session for regional investigators</i>
11 June 2025	S/C Renee Robertson S/C Josh Huntley Witness Protection Unit	Mackay Criminal Investigation Branch & Child Protection Investigation Unit	<i>Witness Protection Information Session for regional investigators</i>
11 June 2025	Detective Superintendent Chris Ahearn, Executive Director, Crime Operations	Queensland Police Service – Deputy Commissioners (Specialist Operations & Regional Operations) and Detective Superintendent cohort	<i>Work by the CCC (Crime) to contribute to reducing victims of crime in Queensland</i>
18 June 2025	Michelle Kohleis-Upson Director Strategy & Innovation, Strategy and Renewal Marilyn Lester Principal Lawyer, Crime Hearings & Legal	Queensland Mental Health Commission Statewide Public Sector Collaborative Forum	<i>CCC's Implementation of Trauma Informed Practice</i>
25 June 2025	Anagha Joshi Director Proceeds of Crime	Queensland Police Service	<i>Recovering Proceeds of Crime</i>
25 June 2025	A/Sgt Kevin Mageean S/C Duncan Saunders Witness Protection Unit	Maryborough Criminal Investigation Branch, Child Protection Investigation Unit and Tactical Crime Squad	<i>Witness Protection Information Session for regional investigators</i>
25 June 2025	A/Sgt Kevin Mageean S/C Duncan Saunders Witness Protection Unit	Hervey Bay Criminal Investigation Branch, Child Protection Investigation Unit and Vulnerable Persons Unit	<i>Witness Protection Information Session for regional investigators</i>
26 June 2025	A/Sgt Kevin Mageean S/C Duncan Saunders Witness Protection Unit	Bundaberg Criminal Investigation Branch, Child Protection Investigation Unit and Vulnerable Persons Unit	<i>Witness Protection Information Session for regional investigators</i>



Crime and Corruption Commission

QUEENSLAND

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