



Public Report to the **Parliamentary Crime and Corruption Committee**

**Activities of the Crime and Corruption Commission
for the period 1 October to 31 December 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 17 February 2026.

The report covers the period 1 October to 31 December 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.

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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 October to 31 December 2025.

Operationally, during the reporting period the CCC used its hearing powers to assist QPS investigations into matters including armed robbery, weapons transfer, ammunition, illicit drugs, homicide and child sexual abuse.

In relation to proceeds of crime, as at the end of the reporting period the CCC had obtained two confiscations of property by the state to the value of \$2.199 M relating to illicit markets.

For the period 1 October to 31 December 2025, the Corruption Division received 1,280 complaints, notifications, and matters identified as falling within our jurisdiction. Of these, 137 have been triaged as meeting the criteria of serious, systemic and/or of strategic importance. In the same period, 154 of the serious systemic and/or strategic matters were assessed.

A total of 1,409 matters were assessed during this period. Of these, five were retained for CCC investigation, seven matters were referred to the UPA – subject to CCC monitoring, 90 were referred to the UPA – subject to outcome advice, 880 were referred to the UPA – no further advice required, and 427 were assessed as requiring no further action.

Our Corruption prevention and engagement unit have undertaken seven engagement activities during the period some of which included exhibitions at the Local Government Association of Queensland (LGAQ) Conference, presentations at a Local Government Mutual Services Risk Management Forum and the Department of Transport and Main Roads Fraud Risk Oversight Group, and a workshop with integrity officers from the Department of State Development, Infrastructure and Planning.

The CCC also hosted the virtual interjurisdictional Corruption Prevention Practitioners Forum attended by prevention representatives from integrity agencies across Australia. Topics of discussion included current and emerging corruption risks and prevention strategies in procurement and recruitment and integrity agency oversight of police-perpetrated domestic and family violence.

Our work on the implementation of recommendations made by the Commission of Inquiry into the CCC is now complete. As of 19 December 2025, the CCC has implemented all recommendations for which it had responsibility. This has been achieved six months ahead of the planned implementation timetable. A final report on the implementation and delivery of the recommendations has been provided to the Attorney-General, Minister for Justice and Minister for Integrity, the Parliamentary Crime and Corruption Committee and to the Parliamentary Crime and Corruption Commissioner.

Matters arising from the public meeting of 25 November 2025.

No matters requiring further reporting were raised at this meeting.

Bruce Barbour
Chairperson

Year-to-date highlights



12 crime investigations commenced

16 crime investigations finalised



2,735 complaints of suspected corruption received

2,949 complaints of suspected corruption assessed



3 recovery orders over assets totalling

\$2.734 M confiscated by the state



5 people charged with 19 criminal offences relating to corruption investigations



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



12 corruption investigations commenced

18 corruption investigations finalised



7 days of hearings relating to corruption investigations



52 days of hearings relating to crime investigations and intelligence matters



10 Prevention recommendations made from corruption investigations

CCC Strategic Plan 2023–27 (Updated 2025)

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:

- Optimise **productivity and outcomes** to ensure what we do has 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 and insights to inform effective decision making.
- Increase awareness of the benefits of a **trauma-informed approach**.

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.
- Embed a shared responsibility for the **physical, psychological and cultural wellbeing** of every person in every interaction.
- 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 and tools 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 **greater connection and new operating models** with government, non-government organisations, the private sector and universities to maximise opportunities to collectively build specialist capabilities and promote 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:

- Review and adapt our service delivery models to **rapidly respond to the changing environment**.
- Embed a culture of **continuous improvement and innovation** to improve performance and maximise our impact.
- Utilise our insights from a range of sources, including our **specialist intelligence capability** to inform decision making and direction setting.
- Drive sustainable **change management practice** to uplift productivity and outcomes.
- Complete the implementation of the **recommendations from the Commission of Inquiry**.

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 October to 31 December 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 investigative hearings powers.

During the reporting period, the CCC finalised two QPS referred investigations and progressed one, including:

- an investigation into armed robbery at a residential premise in Brisbane, involving the theft of cash, jewellery and a large sum of cryptocurrency
- an investigation involving the transfer of weapons, ammunition and illicit drugs, and
- an investigation into organised crime involving the sale and distribution of dangerous drugs in Brisbane.

CCC major crime investigations

During the reporting period, nil major crime investigations were undertaken by the CCC following the finalisation of one major crime investigation in the previous reporting period, with resources instead diverted towards work on intelligence operations as described below.

Intelligence operations

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

- 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, and
- an intelligence operation into a criminal organisation alleged to be involved in the trafficking of commercial quantities of dangerous drugs and money laundering.

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 October and 31 December 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.

Proceeds of crime recovery

As at the end of the reporting period the CCC obtained two confiscations of property by the state to the value of \$2.199 M relating to illicit markets. No restraining orders were obtained in the reporting period.

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 four investigations referred by the QPS and progressed four, through the examination of witnesses at a hearing, including:

- an investigation into the homicide of a 53-year-old male in the Brisbane region in January 2025
- an investigation into the suspected manslaughter of a 68-year-old male in Mackay between June and July 2024
- an investigation into the homicide of a 56-year-old male believed to have occurred in August 2025
- an investigation into the suspected homicide of a 49-year-old female on or about 21 February 2025
- an investigation into the suspected homicide of a 27-year-old male on 22 August 2025 at Lammermoor (near Yeppoon)
- an investigation into the homicide of a male at Logan Reserve on 1 November 2012
- an investigation into the suspected homicide of a 45-year-old male at Booyal or elsewhere on or about 27 January 2000, and
- an investigation into the suspected homicides of two persons involved in a motor vehicle incident at Doomadgee on 7 November 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 child sexual abuse offences between 1983 and 2021, and
- an investigation into the suspected unlawful killing of a 16-month-old child at Burpengary on 8 January 2022.

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 October to 31 December 2025, the CCC received 1,280 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 137 have been triaged as meeting the criteria of serious, systemic and/or of strategic importance. In the same period, 154 serious, systemic and/or strategic matters were assessed.

During the period a total of 1,409 matters were assessed. Of these, five were retained for CCC investigation, seven matters were referred to the UPA – subject to CCC monitoring, 90 were referred to the UPA – subject to outcome advice, 880 were referred to the UPA – no further advice required, and 427 were assessed as requiring no further action.

Corruption investigations

As at 31 December 2025, the CCC is progressing 16 investigations. During the reporting period, the CCC finalised 14 investigations. In summary:

- One investigation resulted in a brief of evidence relating to a charge of fraud being referred to the Office of the Director of Public Prosecutions (DPP) for advice as to the suitability of a criminal prosecution.
- One investigation resulted in four counts of fraud where the defendant was sentenced on a plea of guilty to two years imprisonment, suspended after six months, with an operable period of four years.
- Four investigations were finalised in relation to misappropriation and misuse of authority and were referred to the UPA subject to CCC monitoring. This followed an extensive CCC investigation of several complaints where evidence identified policy and procedural non-compliance, and it was considered appropriate for referral to the UPA.
- Eight investigations were finalised in relation to misuse of information, misuse of authority, and misappropriation. 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 October to 31 December 2025, seven new investigations were referred for monitoring and 21 investigations were finalised. Within the reporting period a total of 81 investigations were being monitored by the CCC.

Objective: Safe and Capable

Key Deliverable:

Continuing to develop 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:

CCC Engage

The CCC has progressed the development of the *CCC Engage* initiative which replaces the broader public sector *Working for Queensland (WfQ)* survey. Survey items have been finalised following consultation with divisional leadership teams, and the project remains on track to launch the inaugural annual survey in February 2026.

Leadership and Performance Management

A 360-degree feedback survey process was piloted as part of an action learning leadership program, providing a model for future leadership development.

The annual learning and development calendar continues to offer a range of professional development opportunities to existing and emerging leaders.

The revised performance and development agreement (PDA) form was successfully deployed, with 100% of all eligible commission officers operating under an individualised plan including deliverables, key metrics for success and professional development goals.

Nurturing a safe and healthy workplace

The Organisational Safety and Wellbeing Committee, comprised of both management and staff representatives, continues to meet regularly to monitor and deliver on the annual Work Health and Safety Action Plan. The December meeting initiated an audit on psychosocial safety considerations based on the Managing Psychosocial Hazards at Work Code of Practice published by Safe Work Australia. The audit will involve a desktop review of existing policies, identifying sick leave and other trends, incident reports, and EAP usage and surveys etc.

Annual psychological health rescreening commenced in October, with 78 commission officers invited to undertake rescreening of their psychological health within this reporting period. The external provider identified several consistent themes across the psychological health assessments, including positive experiences of induction and onboarding processes, staff welcoming opportunities to undertake higher-duties roles, well-functioning and supportive team environments, and appropriate use of mitigation strategies and escalation pathways to manage exposure to psychological risks.

Five online learning programs have been sourced for pilot delivery to support the trauma-informed practice initiative. Participation and completion by a broad cross-section of commission officers will be monitored over the coming months, with formal evaluations as to the effectiveness of training to be undertaken in 2026. Twenty-four commission officers also attended face-to-face foundational trauma-informed workshops in November 2025 and preliminary post-training evaluation indicates participants are experiencing increased self-awareness and positive changes to work practices.

Expanding early career pathways

The CCC is currently hosting a six-month graduate placement from the Department of Premier and Cabinet's Policy Futures Program in the Strategic Insights and Prevention team.

The annual CCC-led internship program, which consists of 12 weeks over the summer holidays and 4 weeks over the winter break, has commenced. Three interns were appointed to the Crime, Corruption Legal and Corruption Prevention and Engagement teams in November. A pool of 230 applicants indicates a strong level of interest in the early career opportunities at the CCC.

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 both crime and corruption investigations is well underway. A contract has been signed with SAS Institute Australia Pty Ltd, and the SAS project team has been established. The initial phase of workshops with the CCC are progressing to design the 'To Be' state, heading towards the end of a discovery period in March.
- **Human Resource Information System:** The contract with Aurion Corporation Pty Ltd has been finalised and work has commenced to implement a digital solution to improve workforce management by having a single source of truth for human resources related information. Implementation is anticipated to be completed by the end of 2026.
- **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 in the advanced stage with estimated completion by March 2026, subject to successful completion of testing.

- **Electronic Evidence Review Platform:** The CCC commenced work to identify a new platform to review electronic evidence. Activity underway includes reviewing vendor submissions, clarifying functionality, and relationships with CCC infrastructure improvements. Project initiation activities are being undertaken, with formal commencement planned for April 2026.
- **Voice Services Refresh:** The project will deliver a unified voice platform replacing the end-of-life desk phone system. The approach to solution selection has considered the requirements of users and stakeholders, along with leveraging existing technologies to ensure cost effectiveness and minimisation of integration complexities. Implementation and testing planning are underway, and the project team is currently reviewing vendor submissions.

Advancing analytics

Data and 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):** The project was successfully completed and formally closed following the development of a support and sustainment document that captured key learnings. A proof-of-concept application was developed in house using Microsoft Power Apps and released to internal and external stakeholders for testing and was supported by tailored training modules and live training sessions. As part of project closure, a demonstration was also delivered to key Executive Leadership Team members.
- **Corruption Data and Insights plan:** Work continues to deliver the Corruption Insights Dashboard, with a focus on improving the quality and consistency of information and strengthening collaboration with key partners. Several important milestones were reached, including progress toward a usable early version of the dashboard, strengthened access arrangements, and the start of testing to ensure information is accurate and reliable. Engagement with stakeholders increased through collaborative sessions, supporting shared understanding and alignment.
- **Data Catalogue Solution:** Planning activities for the Data Catalogue Solution (Microsoft Purview) initiative progressed through continued engagement with the CCC Information Services and Microsoft team. Early preparation activities progressed, including exploring how systems will connect, confirming licensing options, and building staff capability through targeted training. Approval processes were also progressed to support secure access, clear oversight, and transparency in implementation and costs.
- **Digital and Data Literacy Uplift:** The CCC proactively drives digital and data literacy across the organisation through a program of targeted and general sessions. The identification of relevant training resources through the internal Learning and Development Platform has commenced. Planning work to customise training to suit different audiences, including technical users and managers or system owners continues.
- **Data Governance Operating Model:** Significant progress was made in developing the Data Governance Operating Model for the Analytics Data Warehouse (ADW). The model was refined through senior stakeholder engagement, presented to the Corruption Senior Leadership Team, and progressed towards final approval. ADW encompasses COMPASS, finance, and HR data.
- **Business intelligence dashboards:** Where possible, dashboards extract data from the CCC's ADW to use as input to multiple performance and tracking dashboards:
 - Intake and Assessment dashboard, Monitoring Dashboard and Outcomes Data 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.

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:

- The CCC exhibited at the Local Government Association of Queensland (LGAQ) Conference on the Gold Coast from 20-22 October 2025. Attending this event enabled Corruption Prevention and Engagement staff to engage with more than 50 CEOs, councillors, and senior executive leaders from across Queensland.
- The second Corruption in Focus online forum was held on 17 November 2025. More than 150 Liaison Officers and employees of UPAs registered and 133 attended. International Fraud Awareness Week and the Corruption Perceptions Survey were key topics discussed at the forum.
- Presented to approximately 80 online and in-person attendees, including council CEOs and officers, at a Local Government Mutual Services (LGMS) Risk Management Forum on 28 November 2025. The presentation explored results from the 2025 corruption perceptions survey of local council employees along with local government corruption insights, including trends, risks and prevention opportunities identified through the CCC's strategic assessment of the sector.
- Conducted a workshop with integrity officers from the Department of State Development, Infrastructure and Planning in November 2025 to explore topics including complaint assessment processes, managing conflicts of interest and general corruption prevention opportunities.
- The CCC hosted the virtual Interjurisdictional Corruption Prevention Practitioners Forum on 3 December 2025. The forum was attended by prevention representatives from integrity agencies across Australia including NACC, LECC, IBAC, ACT Integrity Commission, NSW ICAC, NT ICAC, SA ICAC, WA CCC and WA PSC. The forum included a facilitated discussion on current and emerging corruption risks and prevention strategies in procurement and recruitment, and a discussion on integrity agency oversight of police-perpetrated domestic and family violence.
- Presented to senior executives from the Department of Transport and Main Roads (TMR) in December 2025 at their Fraud Risk Oversight Group meeting. The presentation related to managing fraud and corruption risks in major procurement projects, with a focus on warning signs, case studies and consequences of corruption and prevention strategies.
- Issued the fourth and final Corruption in Focus newsletter for 2025 on 5 December 2025.

Objective: Continuous improvement

Key Deliverable:

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

CCC response to Commission of Inquiry (COI)

As at 19 December 2025, the CCC has implemented all recommendations for which it had responsibility. This has been achieved six months ahead of the planned implementation timetable. A final report (report number 32) on the implementation and delivery of the recommendations has been provided to the Attorney-General, Minister for Justice and Minister for Integrity, the Parliamentary Crime and Corruption Committee and to the Parliamentary Crime and Corruption Commissioner.

Continuous Improvement and innovation practices

The CCC is committed to uplifting our continuous improvement and innovation (CII) capability. We recognise that the success of uplifting our capability rests on supporting our leaders to be confident and capable of leading CII activities.

An action learning approach was adopted to pilot the CCC innovation framework and process, providing a practical and collaborative method to test its effectiveness in identifying and generating continuous improvement and innovation opportunities. Initial learnings from this process have been considered and the development of the future CII program of work is progressing.

Crime Intelligence Capability Framework

To ensure our people have optimal and contemporary skills, the CCC is investing in a capability uplift program for our intelligence officers. Following a gap analysis between existing capabilities and defined competencies, the framework will provide development pathways and training programs to align skills, knowledge and attributes to industry standards.

During the reporting period, a core intelligence competencies framework was drafted based on findings from two core competency workshops completed in the previous reporting period. The workshops successfully established key intelligence tasks, and the core skills and knowledge required to complete those tasks. A survey was created for all intelligence staff to determine their level of confidence against those competencies and will be disseminated once the core competencies are approved for use. Further, the first training session on structured analytic techniques was held during the reporting period, and planning is underway for the next session likely to be held in the next reporting period.

Financial Investigator Capability Framework

To improve responses to emerging and strategic risks, the CCC is establishing a financial investigative capability framework for our financial investigators. This initiative arose to address in part, issues identified in the CCC's report '*Modernising Queensland's asset confiscation regime, Review of the Criminal Proceeds Confiscation Act 2002 – Report*' published on 9 April 2024. The background of this initiative in the 2024-2025 financial year involved developing a draft capability framework, and developing and delivering a 4-unit Proceeds of Crime Introductory Training Program (ITP), which was complemented by a specialised training course on financial analysis delivered in June 2025.

During the reporting period, work was undertaken to develop an additional unit (Financial Analysis) for the ITP, based on a specialist course delivered in June 2025. Additionally, the existing four units of the ITP were re-worked and updated based on lessons learned from the initial delivery. Units 1 to 3 of the updated ITP was delivered during the reporting period, and units 4 to 5 will be delivered in January 2026. The drafted capability framework developed during the 2024-25 financial year is currently being reviewed and enhanced in consultation with the CCC's Financial Investigators, and an updated version is being prepared for approval. Due to operational needs, it is expected that the framework will be finalised in early 2026.

Strengthening our change management practices

A comprehensive review of the CCC's approach to change management was completed in 2024. The review included recommendations to ensure a change management approach is fit-for-purpose. As part of the review, a roadmap was developed for improving integration into CCC project management, active support for major projects, advisory support to other programs and projects, and revising our change management templates and tools.

Following the review, the CCC has made updated change management tools and templates available. These are not exclusively for project use and are suited for application in all situations where change management is considered. The tools and templates have been available from early 2025 and feedback is that the tools are useful, support considering change impact and fit for purpose. Feedback has included support for the suite of tools and templates not being mandatory, so they can be tailored to the relevant situation. During the reporting period the review of the overall project management approach and integrating change management practice into project delivery is progressing.

Key statistics 2025–26

Key statistics for the 2025–26 financial year are detailed in the following pages.²

² All financial year 2025–26 data is for the period 1 July to 31 December 2025.

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 Service Delivery Statements.³

Service area objective: Protect Queenslanders from major crime and corruption

Table 1: Service Delivery Standards

Performance indicator	2025-26 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
Confiscation Recovery Ratio	\$1: ≤\$1
<i>Efficiency measures</i>	
Average cost per witness appearance for referred crime investigations	≤\$6,000
Average cost per assessment of corrupt conduct and police misconduct complaints	≤\$700

The CCC's Service Delivery Standards performance is reported annually in the CCC's Annual report.⁴

³ <https://budget.qld.gov.au/files/Budget-2025-26-SDS-Department-of-Justice.pdf>

⁴ <https://www.ccc.qld.gov.au/publications/ccc-annual-report-2024-25>

Other CCC operational performance measures

CCC crime investigations

Table 2: Summary – Crime investigations¹

Description	YTD 2025-26
Total number of investigations commenced	12
Total number of investigations finalised	16
- People charged ²	7
- Charges laid	7

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 2025–26
CCC Investigations	2
Intelligence Operations	25
Referred Investigations	50
Strategic & Other ²	48
Proceeds Matter	11
Total	136

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 2025–26	
	Crime investigation hearings	Crime intelligence hearings
Hearing days	49	3
Witnesses attending	51	2
Attendance notices served ¹	67	1

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 2025–26
Restraining orders obtained	1	\$0.834 M
Confiscations of property by the state	3	\$2.734 M

Figure 1: Value of criminal proceeds restrained: 2020-21 to 2025-26 YTD

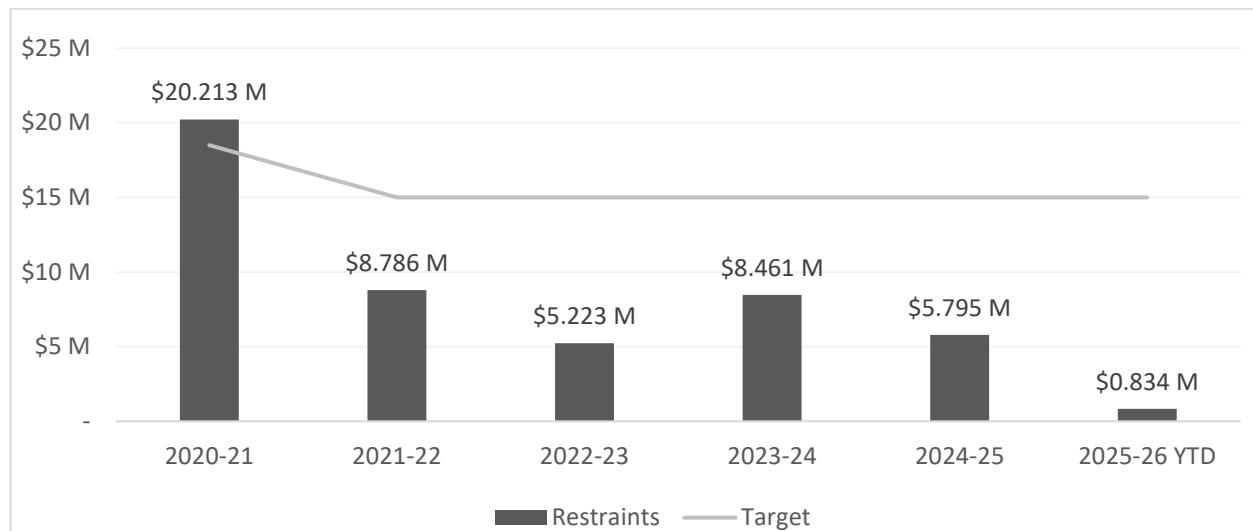


Figure 2: Value of criminal proceeds confiscated: 2020-21 to 2025-26 YTD

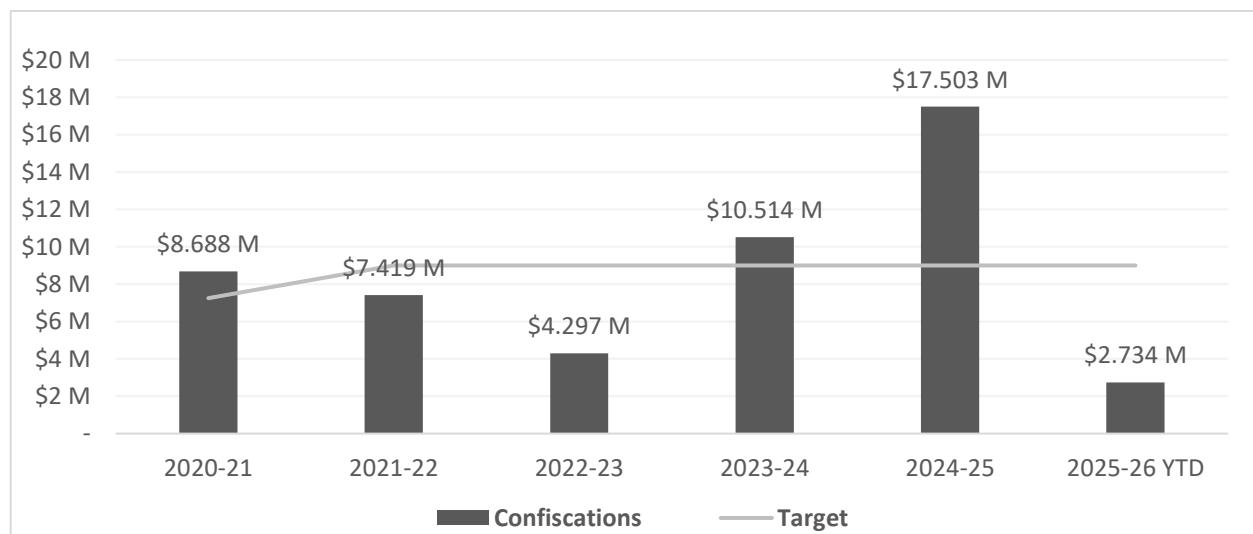


Table 6: Proceeds of Crime matters in progress

Description	YTD 2025–26	
	Number	Value
Civil confiscation matters involving restrained property	16	\$14.162 M
Matters pending restraint	24	\$31.762 M

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

Description	YTD 2025–26
Restraints	\$328.560 M
Confiscations	\$173.329 M

Complaints

Table 8: Complaints received and assessed

Description	YTD 2025–26
Total complaints received ¹	2,735
% increase or decrease when compared to same reporting period in 2024–25	▼ 4 %
Percentage of complaints assessed within 30 days	58 %
% increase or decrease when compared to same reporting period in 2024–25	▲ 8 %
Percentage of complaints assessed within 45 days ²	74%
% allegations relating to the QPS	40 %
% allegations relating to other units of public administration (excluding QPS)	60 %
Total complaints assessed (of suspected corruption)	2,949
% increase or decrease when compared to same reporting period in 2024–25	▲ 2 %

Notes:

1. The number of complaints by sector (in Tables 9 & 10) may be higher than the total complaints received in Table 8 as one complaint may relate to multiple sectors.
2. This is a new performance measure introduced in October 2025. Ongoing internal reviews have demonstrated that the assessment of complaints requires a more protracted timeline to ensure all relevant information is captured to enable the appropriate triage and assessment of matters related to suspected corruption.

Table 9: Complaints received – QPS¹

Description	YTD 2025–26
Complaints received for Queensland Police Service	1,335
% increase or decrease when compared to same reporting period in 2024–25 ¹	▼ 15%

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 consistent when compared to the same period in 2024–25.

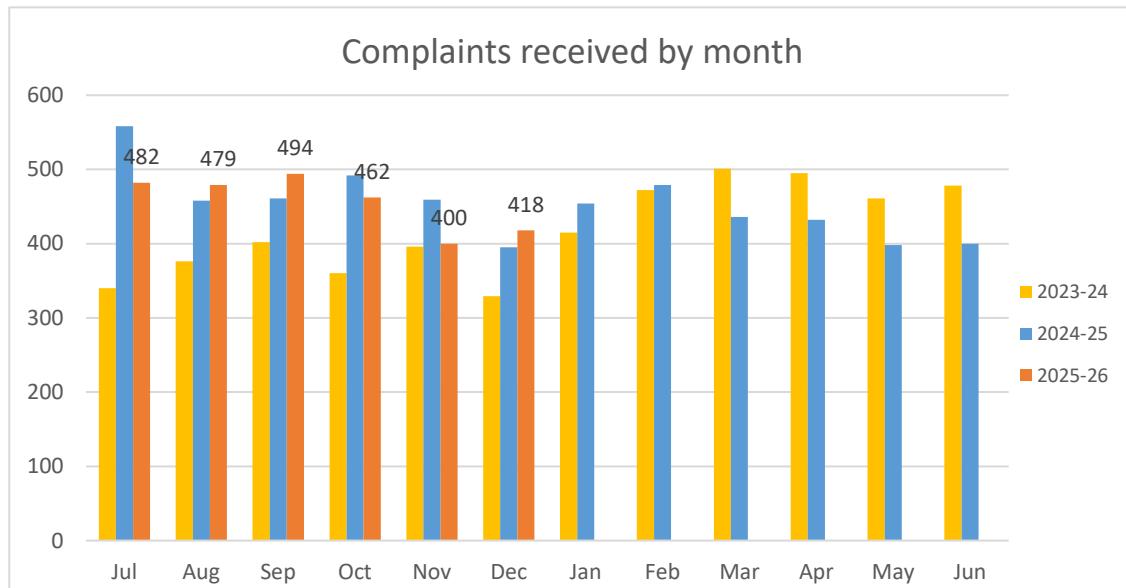
Table 10: Complaints received – other units of public administration (excluding QPS)

Description	YTD 2025–26
Complaints received for public sector ¹ (Including government owned corporations and Members of Parliament)	1,396
% increase or decrease when compared to same reporting period in 2024–25	▲ 10%
Complaints received for local government sector	244
% increase or decrease when compared to same reporting period in 2024–25	▲ 12%

Notes:

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

Figure 3: Total number of complaints received: 2023–24 to 2025–26¹



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 2025–26
Total complaints assessed (all)	3304
Complaints not related to suspected corruption	355
Total complaints assessed (of suspected corruption)	2,949
Retained for CCC investigation	12
Referred to the appropriate agency, subject to the CCC's monitoring role	19
Referred to the appropriate agency, outcome advice required by the CCC	201
Referred to the appropriate agency, with no further advice required by the CCC	1,736
Requiring no further action	981

CCC corruption investigations

Table 12: Summary – CCC corruption investigations

Description	YTD 2025–26
Total number of investigations commenced ¹	12
Total number of investigations finalised ²	18
- People charged	5
- Charges laid	19
Recommendations for disciplinary action	0
- No. of people	0
Prevention recommendations	10

Note:

1. The total number of investigations commenced in the reporting period (1 July – 31 December 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. Two investigations resulted in a brief 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 2025–26
Number of investigations commenced	5
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 2025–26
Number of investigations commenced	7
Number of investigations finalised ¹	16
People charged	5
Charges laid	19
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	10

Note:

1. Two investigations resulted in a brief 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 15: Duration of current CCC corruption investigations

Description	YTD 2025–26 #	YTD 2025–26 %
< 6 months	11	69%
6-12 months	3	19%
> 12 months	2	12%
Total of investigations	16	100 %

Monitoring allegations of corruption referred to other agencies

Table 16: Reviews of referred matters

Description	YTD 2025–26
Median days ¹ to complete a monitored investigation final report review	26 days
Final reviews	34
Public sector reviews (including local Government)	26
QPS reviews	8
Median days to complete a monitored investigation Interim report review	4 days
Interim reviews	26
Public sector reviews (including local Government)	21
QPS reviews	5
Reviewable decisions ²	67

Notes:

1. Target is within 30 days. Median days refers to calendar days not business days.
2. A reviewable decision is a decision made by a prescribed police officer in an internal disciplinary process against a prescribed person (that is, another police officer who is generally referred to as the subject officer) concerning an allegation of police officer misconduct. The term reviewable decision is defined in sections 219BA and 219O of the CC Act.

Corruption hearings

Table 17: CCC corruption hearings

Description	YTD 2025–26
	Corruption investigation hearings
Hearing days	7
Witnesses attending	8
Attendance notices served	8

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 may include 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 2025–26
Police-related deaths	5
Notifications of significant events QPS	70

Legal services

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

Description	YTD 2025–26 Number ³
Review applications filed ¹	4
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings)	16
Police disciplinary matters finalised	3
Ongoing corrupt conduct proceedings	0
Ongoing disciplinary review matters	13
Appeals before the Appeal Tribunal ²	2

Notes

1. This includes one matter which the CCC elected to join, pursuant to s219R CC Act.
2. Includes one matter subject to two appeals, travelling together.
3. There were two other matters before QCAT during the reporting period which were not disciplinary reviews. Those matters are not included in these figures.

Table 20: Other legal proceedings

Description	YTD 2025–26 Number
Judicial reviews	2
Section 195 appeals (Supreme Court)	0
Contempt Applications (Supreme Court)	0
Other Supreme Court proceeding	0
Court of Appeal Matters	0
High Court Matters	0
Other Court Matters	0

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 2025–26		
	Promotion	Transfer	Discipline
Matters lodged in 2025-26	8	0	0
Matters carried forward from 2024-25	7	0	0
Matters heard	8	0	0
Matters progressing to hearing	1	0	0
Matters pending (e.g. awaiting papers or hearing outcomes)	7	0	0
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	3	0	0

Workforce composition

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

Count of actual FTE	Employment type - YTD 2025–26				
	Permanent	Police	Temporary	Casual	Total
Crime	51.7	11.0	2.0	2.1	66.7
Corruption	84.1	9.0	2.0	-	95.1
Operations Support	24.8	43.5	-	3.5	71.8
Strategy and Renewal	14.6	-	10.9	-	25.5
Office of the Commission	5.4	-	1.0	-	6.4
Corporate Services	25.7	-	6.9	-	32.5
Information Services	25.2	-	1.0	-	26.2
Legal, Risk and Compliance	21.4	-	-	-	21.4
Total sum of staff FTE ^{1,2}	252.9	63.5	23.7	5.5	345.6

Notes:

1. Paid FTE data above is from the payroll period ending **26 December 2025**. The data has been sourced from the CCC internal HR Dashboard 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 16 October 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 23 and 24 October 2025, I and Ms Jen O'Farrell (Chief Executive Officer) attended a meeting of national Anti-Corruption Agency Commissioners and CEOs.
- On 28 October 2025, I chaired the Crime Reference Committee meeting.
- On 28 October 2025, I met with Commissioner Steve Gollsheckski APM (Queensland Police Service) to discuss matters of mutual interest.
- On 3 November 2025, I, Ms Jen O'Farrell (Chief Executive Officer), Ms Sharon Loder (Senior Executive Officer, Crime) and Mr Craig Capper (Senior Executive Officer, Corruption) attended the public hearing for the Parliamentary Crime and Corruption Committee's five-yearly Review of the Crime and Corruption Commission's activities.
- On 18 December 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.

Appendix B Media

Media releases

18 December 2025
27 November 2025
20 October 2025
15 October 2025

The following public statements were issued during the reporting period.

Investigation Barzona – Criminal charges laid.
CCC report on Investigation Murray tabled in State Parliament.
CCC promotes corruption prevention at LGAQ 2025 conference.
Statement on former Townsville Mayor, Mr Troy Thompson.

Media interviews

NIL

There were no media interviews conducted in the reporting period.

Media conferences

NIL

There were no media conferences held in the reporting period.

CCC social media

31 December 2025

As at 31 December 2025, the CCC had 1524 X Followers, 2714 Facebook Followers, 180 YouTube Subscribers and 3814 LinkedIn Followers.

Appendix C External presentations

Date	Presenter and title	Audience	Topic
October 2025			
9 October 2025	Craig Capper Senior Executive Officer, Corruption.	Games Independent Infrastructure and Coordination Authority (GIICA) - Employees in procurement and integrity roles (in person).	Managing procurement risks in major infrastructure projects – Joint presentation with the Australian Competition & Consumer Commission (ACCC).
13 October 2025	Marilyn Lester Principal Lawyer Crime.	QPS – South Brisbane Child Homicide Conference.	Crime Hearings – Another tool in the toolkit.
15 October 2025	Elizabeth Foulger Executive Director, Intake and Assessment, Corruption.	LGAQ Human Resources/Industrial Relations Professional Development Program.	How to assess and report corrupt conduct and what to do when a matter is referred back to council to deal with.
22 October 2025	Wendy Scorey Det. A/Inspector. Elizabeth Foulger Executive Director, Intake and Assessment, Corruption.	QPS Ethical Standards Command.	Role of CCC in police related incidents. Assessing matters involving allegations of corrupt conduct and police misconduct.
22 October 2025	WPU Training Sergeant.	National Witness Protection Course participants and instructors.	Delivered a lecture on all aspects of the Advanced Diploma of Police Witness Protection qualification and how participants are to complete their applications.
23 October 2025	Craig Capper Senior Executive Officer, Corruption.	Australia and New Zealand Sports Law Association (ANSZLA) Conference 2025 - Conference delegates (in person).	Panel discussion on preventing corruption and collusion in major sporting events, including building resilience to bribery, corruption, bid-rigging and other improper conduct.
November 2025			
6 November 2025	Craig Capper Senior Executive Officer, Corruption.	Local Government Managers Australia (LGMA) (Qld) Indigenous Leaders Online Forum -- Chief Executive Officers from Indigenous Councils (via MS Teams).	Corruption in local government: Risks and how to prevent it – local government corruption risks and complaint insights, and strategies to manage and prevent corruption.

Date	Presenter and title	Audience	Topic
17 November 2025	Craig Capper Senior Executive Officer, Corruption. Rhiannon Boden Executive Director Corruption Prevention and Engagement. Dr Trish Collingwood Principal Research Officer.	Corruption in Focus Online Forum – Attended by 133 public sector employees and local government elected officials across a range of public sector agencies (via MS Teams).	General update on the CCC's activities, corruption prevention and engagement activities and a summary of the 2025 Corruption Perceptions Survey results.
19 November 2025	Rhiannon Boden Executive Director Corruption Prevention and Engagement.	Attendees at Corruption Prevention Network Queensland's (CPNQ) Annual General Meeting (via MS teams).	Update on CCC's completed and upcoming corruption prevention activities.
25 November 2025	Craig Capper Senior Executive Officer, Corruption.	Parliamentary Crime and Corruption Committee members (in person).	Overview of foreign interference, warning signs, nexus with corruption, threat landscape and CCC inter-agency collaboration.
25 November 2025	Sharon Loder Senior Executive Officer, Crime.	Parliamentary Crime and Corruption Committee members (in person).	Illicit vapes: The problem, factors driving the illicit vape market and law enforcement responses.
28 November 2025	Rhiannon Boden Executive Director Corruption Prevention and Engagement. Katherine Fisher Director Strategic Insights and Prevention.	Local Government Mutual Services (LGMS) Risk Management Forum – approximately 80 council public officials and risk/governance officers (in person).	Local government corruption perceptions survey results and corruption insights – trends, risks and prevention opportunities for the local government sector.

December 2025

9 December 2025	Rhiannon Boden Executive Director Corruption Prevention and Engagement.	Department of Transport and Main Roads Fraud Risk Oversight Group (in person).	Corruption risks in procurement & major infrastructure projects - including common warning signs, case studies and consequences when corruption occurs and prevention strategies.
9 December 2025	Rhiannon Boden Executive Director Corruption Prevention and Engagement. Katherine Fisher Director Strategic Insights and Prevention.	Government Heads of Internal Audit group (in person).	Corruption Perceptions Survey outcomes, corruption prevention program and update on the corruption audit program.

Date	Presenter and title	Audience	Topic
11 December 2025	Detective Inspector & Senior Sergeant (Operations Support).	CFMEU Commission of Inquiry.	Functions and capabilities of CCC Operations Support as they relate to supporting the COI.



Contact details

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