



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 January to 31 March 2026



## About this report

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This report has been prepared by the Crime and Corruption Commission (CCC) for discussion at its public meeting with the Parliamentary Crime and Corruption Committee (PCCC) on 28 May 2026.

The report covers the period 1 January to 31 March 2026.

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

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

# Contents

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- 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 ..... 17
- Objective: Continuous improvement ..... 18
- Key statistics 2025–26 ..... 20
- Appendix A      Liaison meetings of the Chairperson ..... 29
- Appendix B      Media ..... 30
- Appendix C      External presentations ..... 31



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

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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 January to 31 March 2026.

Operationally, during the reporting period the Crime Division used its hearings powers to support investigations referred to us by the Queensland Police Service. The range of criminal activity we investigated included homicides, money laundering and drug offences, and child sexual abuse offences. In addition to this, the Division progressed two intelligence operations relating to criminal organisations, and provided 49 intelligence and information disclosures to law enforcement.

As at the end of the reporting period the CCC had obtained four restraining orders to the value of just over \$6 M and five confiscations of property by the state to the value of over \$5 M relating to criminal economies and wealth.

The Corruption Division continued its work receiving, assessing and investigating complaints of suspected corrupt conduct. A total of 1,787 complaint matters were assessed during the reporting period. By 31 March we had finalised 3 investigations, and were progressing a further 17.

As part of an ongoing engagement with the Department of Youth Justice and Victim Support, in February we made a presentation to its staff about the role and functions of the CCC, to coincide with the launch of its fraud and corruption control framework. In late March, we spoke to 30 chief executives at the Local Government Managers Association CEO Forum.

Following on from our 2025 Corruption Perceptions Survey, in March we provided 19 department-specific summaries to agencies. We are currently developing sector insights on local government, the Queensland Police Service and the public sector, to be published on our website by mid-2026. They will summarise corruption complaint trends, risks and vulnerabilities, enabling us to share guidance on preventing corruption and building integrity with our external stakeholders.

Within the CCC, we continue to pursue continuous improvement in our specialist technical and professional expertise, analytics capabilities, and staff wellbeing and engagement, including the implementation of a new investigations case management system in partnership with the vendor, SAS Institute Australia Pty Ltd.

### ***Matters arising from the public meeting of 17 February 2026.***

A formal response has been provided to the PCCC.

**Bruce Barbour**  
Chairperson

# Year-to-date highlights

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18 crime investigations commenced

21 crime investigations finalised



4,171 complaints of suspected corruption received

4,738 complaints of suspected corruption assessed



5 recovery orders over assets totalling

\$5.843 M confiscated by the state



6 people charged with 22 criminal offences relating to corruption investigations



16 corruption investigations commenced

21 corruption investigations finalised



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



14 days of hearings relating to corruption investigations



74 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](https://ccc.qld.gov.au).

# Agency overview

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

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

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

## Investigative powers

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

## Investigative hearings

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

## Proceeds of crime

The CCC administers the non-conviction based civil confiscation scheme contained within Chapter 2 of the *Criminal Proceeds Confiscation Act 2002* (CPC Act). Under this scheme, property is liable to be restrained if it belongs to, or is under the effective control of, someone who is suspected of having engaged in serious criminal activity. Restrained property is liable to be 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

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Performance outcomes from 1 January to 31 March 2026  
are detailed in the following pages.<sup>1</sup>

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

## Objective: Efficient and Effective

Key deliverable:

Investigating and shaping effective responses to serious and organised crime, 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.

### Criminal economies and wealth

We are concerned with market activities that involve illicit commodities and services, the criminal exploitation of otherwise legitimate business activity, and unlawful financial flows that produce immense material benefits for those involved. These crimes may include drugs, firearms and human trafficking, serious and organised financial crimes, professional money laundering services and systemic fraud targeting government programs, services or revenue streams. They also may include financial, legal, communications and other services that are knowingly or recklessly provided to support or enable these crimes. 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 one QPS referred investigation and progressed another, specifically:

- an investigation into organised crime involving the sale and distribution of dangerous drugs in Brisbane, and
- an investigation into organised crime involving money laundering and drug offences by two persons between January 2020 and December 2024.

### CCC major crime investigations

During the reporting period, nil major crime investigations were undertaken by the CCC, with resources instead diverted towards work on intelligence operations as described below.

### Intelligence operations

During the reporting period, the CCC progressed two intelligence operations, specifically:

- an intelligence operation into a criminal organisation alleged to be involved in the trafficking of commercial quantities of dangerous drugs and money laundering.
- an intelligence operation into a criminal organisation alleged to be involved in the importation, trafficking and distribution of dangerous drugs throughout Queensland and further involved in the laundering of the Proceeds of Crime.

## **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 January and 31 March 2026, the CCC made 49 intelligence and information disclosures to law enforcement agencies. 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 four restraining orders to the value of \$6.298 M and five confiscations of property by the state to the value of \$5.843 M relating to criminal economies and wealth.

## **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, 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 three 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 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.
- an investigation into the suspected homicides of two persons involved in a motor vehicle incident at Doomadgee on 7 November 2025.
- an investigation into the homicide of a 39-year-old male at Slacks Creek on 5 December 2025.
- an investigation into the suspected homicide of a 71-year-old male at Mackay suspected of being committed between 27 August 2025 and 27 November 2025.
- an investigation into the suspected homicide of a 56-year-old male believed to have occurred in August 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.
- an investigation into the unexplained injuries sustained by an infant in 2013.

## 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, or a Director Assessment for triage.

The Executive Director/Director confirms the matter falls within the jurisdiction of the CCC and then applies agreed criteria, as provided in the Corrupt Conduct Assessment Model (CCAM), 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 whether 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 January to 31 March 2026, the CCC received 1,357 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 160 have been triaged as meeting the criteria of serious, systemic and/or of strategic importance. In the same period, 158 serious, systemic and/or strategic matters were assessed.

During the period a total of 1,787 matters were assessed. Of these, four were retained for CCC investigation, 20 matters were referred to the UPA – subject to CCC monitoring, 74 were referred to the UPA – subject to outcome advice, 1136 were referred to the UPA – no further advice required, and 553 were assessed as requiring no further action.

### **Corruption investigations**

As at 31 March 2026, the CCC is progressing 17 investigations. During the reporting period, the CCC finalised three investigations. In summary:

- One investigation resulted in a brief of evidence relating to Commonwealth criminal offences, including structuring and money laundering offences, being referred to the Office of the Commonwealth Director of Public Prosecutions (CDPP) for advice as to the suitability of a criminal prosecution.
- One investigation was finalised in relation to misuse of authority and was disseminated to a relevant authority for consideration and attention.
- One investigation was finalised in relation to unprofessional personal conduct with no action taken by the CCC.

## 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 January to 31 March 2026, 20 new investigations were referred for monitoring and eight investigations were finalised. Within the reporting period a total of 82 investigations were being monitored by the CCC.

Of the eight final reviews completed:

- Two related to public sector matters (with multiple complaints/investigations about the same public sector entity);
- Three related to local government matters across two entities (one with multiple complaints); and
- Three related to QPS matters.

In relation to the public sector matter/s, the CCC accepted the findings of the investigation and are awaiting the delegate's decision regarding discipline of the subject officer, and advice from the agency they are accepting and implementing the procedural recommendations to improve corruption control systems and prevent future conduct occurring.

As to the Local Government matters, the CCC accepted the findings of each of the investigations, however, in one matter identified opportunities for improvement with how the investigation had been conducted. In both cases, the CCC highlighted improvements in relation to corruption control systems and made prevention recommendations to prevent future conduct occurring. The councils have both accepted and commenced addressing these recommendations.

In relation to the QPS matters, the CCC was satisfied that all relevant lines of enquiry were undertaken and the findings supported by the evidence. In each matter the CCC agreed with the recommended outcomes and proposed strategies to deal with any identified disciplinary/performance matters.

## 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 Engage initiative which replaces the broader public sector *Working for Queensland (WfQ)* survey launched the inaugural annual survey in February 2026. Overall, engagement with the survey was positive, with a 72% participation rate providing a high-level of confidence in the results being representative. Review and analysis of results are underway, and a communication plan is currently being developed.

#### *Leadership and Performance Management*

The annual learning and development calendar continues to offer a range of professional development opportunities to existing and emerging leaders. A comprehensive learning and development investment plan for 2026-27 has been approved by the CEO.

The performance and development agreement (PDA) mid-cycle process was successfully managed throughout February and March, 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.

Psychological health screening for new starters and annual rescreening for existing identified commission officers continues with 55 screenings conducted to date this financial year. Follow ups are being made with individuals when indicators warranting clinical attention are identified. A range of interventions have been implemented including follow up debriefs, rescreening, recovery coaching and reasonable adjustments to work activity.

The CCC maintains an incident reporting system that enables the capture, follow up and analysis of workplace incidents, hazards and near misses. The system supports transparency, trend analysis and ensures corrective actions are identified, implemented and monitored to completion. Through the trauma informed practice initiative there has been increased education on reporting psychological injury.

Preliminary Feedback from the CCC Engage survey indicates the CCC is tracking well in terms of employee sentiment relating to safety and wellbeing.

#### *Diversity and Inclusion*

The Diversity, Inclusion and Belonging (DIB) strategy and action plan at the CCC sets out a range of practical initiatives to create an inclusion culture where difference is celebrated. In March the CCC participated in 'Neurodiversity Celebration Week' through a facilitated discussion from a guest speaker from Australian Spatial Analytics Ltd, focussed on neurodiversity awareness and neuroinclusive communication. Post workshop feedback indicates participants appreciated the opportunity to participate, that the content expanded their views of neurodiversity and provided insights into how they might adjust their communication in the future.

#### *Expanding early career pathways*

The CCC has actively supported early career pathways through a range of initiatives during this period, including two graduates rotating through the Future Leaders Program, three undergraduates participating in the Summer Internship Program and one QUT student placement.

## **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 making strong progress. The CCC and the SAS Institute Australia Pty Ltd project team have worked together to bring the project to the final stages of the Discovery phase. A detailed schedule for the Execute phase will be developed from here that will include effort and time required for delivery.
- **Human Resource Information System:** The project implementing a digital solution to improve workforce management by having a single source of truth for human resources related information has been initiated. It will be delivered in 2 Phases. Phase 1 Payroll and Timesheets is due to be delivered in October/November 2026, which represents a 4 month delay from the original timeline. Phase 2 HR Functions are due to be delivered in early 2027.
- **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. The current implementation schedule identifies completion by 30 June 2026 subject to satisfactory user acceptance testing and penetration testing of the configured system.
- **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. The project has a dependency on the data centre project being progressed. Given progress of the data centre scope, the project is transitioning to procurement and enabling of relevant system licences. The implementation phase is scheduled to commence no later than October 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. Migration planning and testing planning are underway. The project team has purchased new handsets and headsets and is currently reviewing the telecommunications provider contract.

## 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:

- **Corruption Data and Insights plan:** Work continues on delivery of the Corruption Insights Dashboard (iCID), with a focus on improving data quality, consistency and collaboration with key partners. More information is provided in *“Corruption prevention and engagement function”* on page 16.
- **Data Catalogue Solution:** Execution of the Data Catalogue solution (Microsoft Purview) initiative has commenced. The engagement with the CCC Information Services is continuing to progress the key configuration items that are required to access the full functionality of the Data Catalogue. The change management activities for the implementation of the Data Catalogue in CCC are currently being planned.
- **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 continued and work has commenced to customise training to suit different audiences, including technical users and managers or system owners.

- **Data Governance Operating Model:** The Data and Analytics Operating Model for the Analytics Data Warehouse (ADW) has been refined through senior stakeholder engagement and presented to the Corruption Senior Leadership Team. Key senior user representatives have endorsed the draft operating model and associated instructions. The model sets the overarching approach, supported by domain-specific work instructions (Corruption, HR and Finance). Recent updates to the model have been incorporated and are currently undergoing review.
- **Business intelligence dashboards:** Where possible, dashboards extract data from the CCC's ADW to use as input to multiple performance and tracking dashboards:
  - The 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 prevention and engagement activities, the following initiatives were undertaken in this reporting period:

- Work progressed developing sector insights pages for the CCC's website. These pages will provide an overview of each sector, summarise corruption complaint trends, corruption risks and vulnerabilities, share information on ways to prevent corruption and build integrity, and provide relevant resources with the sectors. Sector insights pages for the Local Government, Public Sector and Queensland Police Service are planned to be published on the CCC's website by mid-2026. Work will then turn to developing and publishing more sector and segment insights pages in late 2026, along with continuing to refresh and update these pages as part of regularly sharing information on corruption to the community and public sector.
- Work continued to support the development of an integrated internal Corruption Insights Dashboard (iCID) that provides automated and up-to-date data that can be used to measure and report on our performance and enable timely insights of complaints and allegations by sector, time period, behaviour and the outcome of the complaint. During this period, feedback has been provided on the work in progress dashboard to ensure it meets stakeholder needs. Work is expected to be finalised on the dashboard by the end of April 2026. Work will then turn to planning and implementing a new external facing Corruption Insights Dashboard to replace the current Corruption Allegations Data Dashboard (CADD).
- Presented to the Department of Youth Justice and Victim Support on 25 February 2026. The presentation focused on the role of the CCC and its corruption functions, the priorities guiding our work, findings from the 2025 Corruption Perceptions Survey, and opportunities for department staff to detect and prevent corruption. The presentation was open to all staff and was well-attended, with a recording made available to staff who were unable to attend on the day. The presentation coincided with the launch of the Department's fraud and corruption control framework.
- Issued the first quarterly *Corruption in Focus* newsletter for 2026 on 16 March. The newsletter is provided to Public Officials, Liaison Officers and a range of integrity professionals across the public sector. Topics included misuse of confidential information, our work involving our assessment of corruption risks in recruitment and advice in relation to dealing with new referrals of existing complaints.
- Following requests for individual results of the 2025 Corruption Perceptions Survey, detailed analysis of results from the 2025 Corruption Perceptions Survey has been completed, including the development of 19 public sector department specific summaries to help communicate these results as part of our role supporting the prevention of corruption in the public sector. Detailed summaries of survey results were shared with public sector agencies on 19 March 2026.
- Presented to approximately 30 chief executives at the Local Government Managers Association (LGMA) CEO Forum on 27 March 2026. The presentation related to corruption perceptions and prevention insights for local government.

## Objective: Continuous improvement

### Key Deliverable:

Embed a culture of continuous improvement and innovation to improve performance and maximise our impact.

### Continuous Improvement and innovation practices

As part of the CCC's commitment to uplifting Continuous Improvement and Innovation (CII) capability, the CII Program progressed:

- the development of a capability framework that outlines the maturity levels for CII for employees to work towards
- principles of practice that reflect the critical mindsets and behaviours for CII, and
- the development of a toolkit to guide employees in the application of the CII Process.

Support and guidance were provided as part of the agency's integrated business planning process and other CII activities which explored and validated ideas and concepts.

### 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, drafted core intelligence competencies have been transformed into a draft intelligence capability framework to better align with the financial investigation and digital assets frameworks currently being completed. A survey was conducted on all intelligence staff to determine their level of confidence against the core competencies outlined and results have been collated to establish priority development areas. Two further training sessions on structured analytic techniques were held during the reporting period, and planning is underway for the next session which will 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, units 4 to 5 of the ITP were delivered, with the latter being an additional unit (Financial Analysis), developed in the previous reporting period based on a specialist course delivered in June 2025.

Following a review undertaken of current financial analysis technology and methods in Proceeds of Crime, the CCC will secure increased licences for financial analysis software, to replace currently unsupported software, as well as laptops to replace outdated desktop computers. The software and laptops will improve efficiency and effectiveness of financial analysis, and procurement processes are underway with implementation commencing in April 2026. Complementing the uplift in technology, the Proceeds of Crime unit is developing standardised categories to group financial transactions, guidance on considerations during the financial analysis process and development of new financial analysis methods and templates. This will ensure a high standard of technical capability applied across the business unit. The technology, tools and techniques will be relevant to financial investigator roles across the Commission.

The capability framework is currently under final drafting. Due to operational needs, it is expected that the framework will be finalised in the coming months.

## Strengthening our change management practices

The CCC has made available to all commission officers updated change management tools and templates. These have been used in project delivery but are available for any scenario where change management is a consideration. The tools and templates are being integrated with the PPPMF tools and templates. The intent of *'advocate and support the adoption of change management during project planning and delivery'* is being achieved via actions to integrate with project delivery. Those actions are near completion. This will now transition to practice. Consideration will now be given to how this focus is strengthened into BAU and capability development for leaders. Consideration also of how change management can be reflected in agency-wide risks.

# Key statistics 2025–26

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

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<sup>2</sup> All financial year 2025–26 data is for the period 1 July 2025 to 31 March 2026.

## 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.<sup>3</sup>

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.<sup>4</sup>

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

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

## Other CCC operational performance measures

### CCC crime investigations

**Table 2: Summary – Crime investigations<sup>1</sup>**

Description	YTD 2025-26
Total number of investigations commenced	18
Total number of investigations finalised	21
- People charged <sup>2</sup>	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)<sup>1</sup>**

Nature of disclosure	YTD 2025–26
CCC Investigations	2
Intelligence Operations	28
Referred Investigations	68
Strategic & Other <sup>2</sup>	74
Proceeds Matter	13
<b>Total</b>	<b>185</b>

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	71	3
Witnesses attending	71	2
Attendance notices served <sup>1</sup>	93	3

Notes:

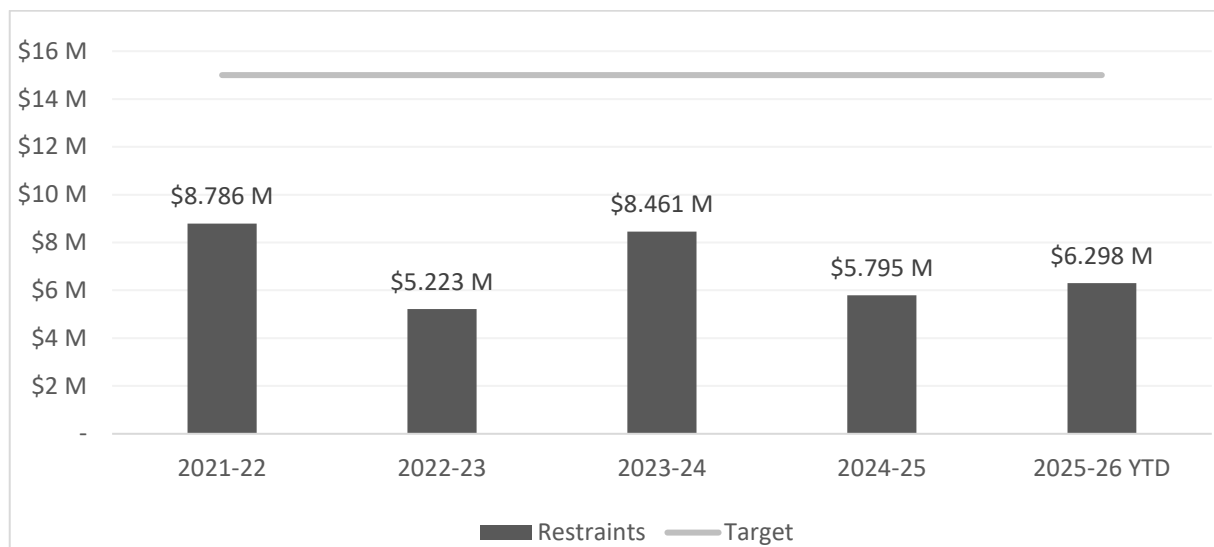
1. The difference between the number of attendance notices served (which includes both s82 and s83 notices) and the number of witnesses attending is due to a combination of reasons. These include that more than one attendance notice may be served to a witness attending one crime hearing, timing difference 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

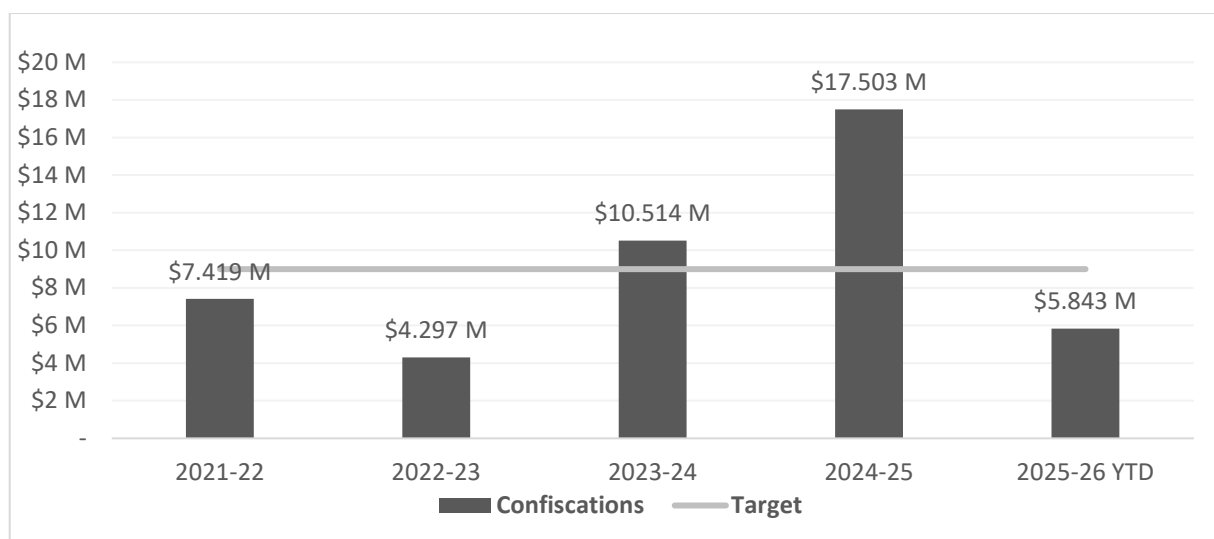
**Table 5: Proceeds of crime outcomes**

Description	Number	YTD 2025–26
Restraining orders obtained	4	\$6.298 M
Confiscations of property by the state	5	\$5.843 M

**Figure 1: Value of criminal proceeds restrained: 2021-22 to 2025-26 YTD**



**Figure 2: Value of criminal proceeds confiscated: 2021-22 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	\$19.255 M
Matters pending restraint	20	\$24.997 M

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

Description	YTD 2025–26
Restraints	\$334.024 M
Confiscations	\$176.438 M

## Complaints

**Table 8: Complaints received and assessed**

Description	YTD 2025–26
Total complaints received <sup>1</sup>	4,171
% increase or decrease when compared to same reporting period in 2024–25	▼ 1 %
Percentage of complaints assessed within 30 days	57 %
% increase or decrease when compared to same reporting period in 2024–25	▲ 1 %
Percentage of complaints assessed within 45 days <sup>2</sup>	71%
% allegations relating to the QPS	42 %
% allegations relating to other units of public administration (excluding QPS)	58 %
Total complaints assessed (of suspected corruption)	4,738
% increase or decrease when compared to same reporting period in 2024–25	▲ 9 %

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 – QPS<sup>1</sup>**

Description	YTD 2025–26
Complaints received for Queensland Police Service	2,106
% increase or decrease when compared to same reporting period in 2024–25 <sup>1</sup>	▼ 10% <sup>2</sup>

Notes:

1. Complaints by Aboriginal and Torres Strait Islander people comprised 7% 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.
2. QPS has implemented changes to its complaint assessment process. The impact and correlation to this decrease is subject of further consideration/assessment.

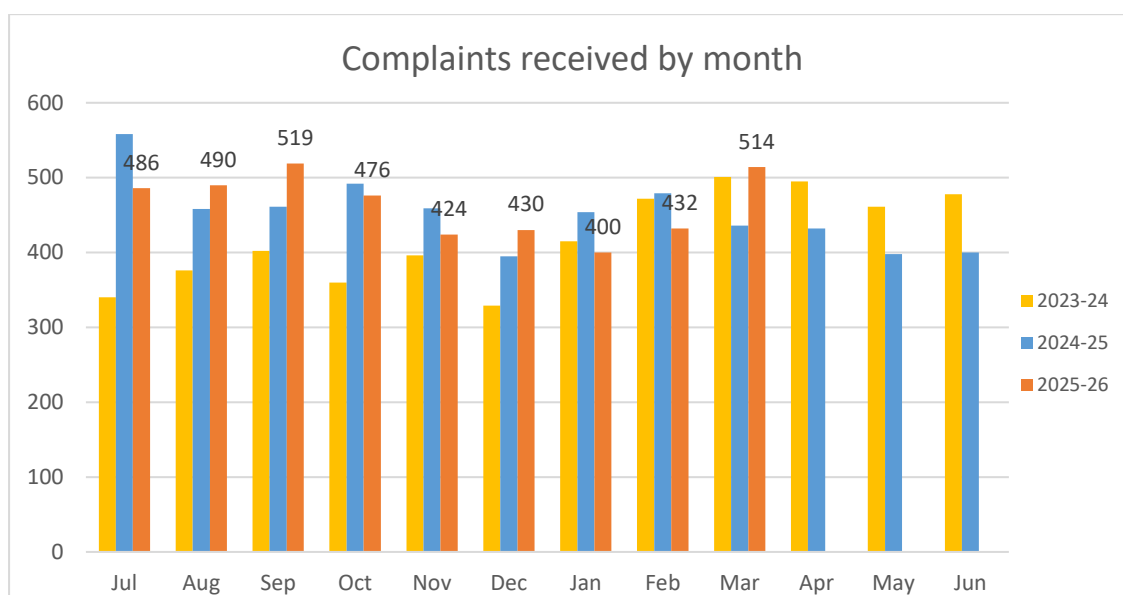
**Table 10: Complaints received – other units of public administration (excluding QPS)**

Description	YTD 2025-26
Complaints received for public sector <sup>1</sup> (Including government owned corporations and Members of Parliament)	1,725
% increase or decrease when compared to same reporting period in 2024–25	▲ 8 %
Complaints received for local government sector	340
% increase or decrease when compared to same reporting period in 2024–25	▲ 17%

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 2025–26<sup>1</sup>



Note:

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

Table 11: Outcomes of complaints assessed

Description	YTD 2025–26
Total complaints assessed (all)	5,244
Complaints not related to suspected corruption	506
Total complaints assessed (of suspected corruption)	4,738
Retained for CCC investigation	16
Referred to the appropriate agency, subject to the CCC’s monitoring role	37
Referred to the appropriate agency, outcome advice required by the CCC	276
Referred to the appropriate agency, with no further advice required by the CCC	2,876
Requiring no further action	1,533

## CCC corruption investigations

Table 12: Summary – CCC corruption investigations

Description	YTD 2025–26
Total number of investigations commenced <sup>1</sup>	16
Total number of Investigations finalised <sup>2</sup>	21
- People charged	6
- Charges laid	22
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 January – 31 March 2026) 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. Four investigations resulted in a brief of evidence being referred to the Office of the Director of Public Prosecutions (DPP) or Office of the Commonwealth Director of Public Prosecutions (CDPP) 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 <sup>1</sup>	5
- People charged	0
- Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	0

Note:

1. One investigation resulted in a brief of evidence being referred to the Office of the Commonwealth Director of Public Prosecutions (CDPP) for advice as to the suitability of a criminal prosecution.

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

Description	YTD 2025–26
Number of investigations commenced	11
Number of investigations finalised <sup>1</sup>	16
People charged	6
Charges laid	22
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	10

Note:

2. Three 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	9	53%
6-12 months	8	47%
> 12 months	0	0%
Total of investigations	17	100 %

## Monitoring allegations of corruption referred to other agencies

**Table 16: Reviews of referred matters**

Description	YTD 2025–26
Median days <sup>1</sup> to complete a monitored investigation final report review	28 days
Final reviews	42
Public sector reviews (including local Government)	31
QPS reviews	11
Median days to complete a monitored investigation Interim report review	3 days
Interim reviews	47
Public sector reviews (including local Government)	39
QPS reviews	8
Reviewable decisions <sup>2</sup>	103

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	14
Witnesses attending	20
Attendance notices served	17

## 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	12
Notifications of significant events QPS	117

## Legal services

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

Description	YTD 2025–26 Number
Review applications filed <sup>1</sup>	13
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings) <sup>2</sup>	26
Police disciplinary matters finalised	4
Ongoing corrupt conduct proceedings	0
Ongoing disciplinary review matters <sup>3</sup>	22
Appeals before the Appeal Tribunal	2

**Note:**

1. This includes one matter which the CCC elected to join, pursuant to s219R CC Act.
2. There were two other matters before QCAT during the year to date, which were not disciplinary reviews. Those matters are not included in these figures.
3. One matter was returned from the Appeal Tribunal for re-hearing.

**Table 20: Other legal proceedings**

Description	YTD 2025–26 Number
Judicial reviews	4
Section 195 appeals (Supreme Court)	0
Contempt Applications (Supreme Court)	1
Other Supreme Court proceeding	0
Court of Appeal Matters	1
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	10	0	0
Matters carried forward from 2024-25	7	0	0
Matters heard	9	0	0
Matters progressing to hearing	0	0	0
Matters pending (e.g. awaiting papers or hearing outcomes)	1	0	0
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	7	0	0

## Workforce composition

**Table 22: Average Full-time Equivalents (FTE) March 2026**

Count of actual FTE	Employment type - YTD 2025–26				
	Permanent	Police	Temporary	Casual	Total
Crime	49.80	11.00	2.00	1.44	64.24
Corruption	81.81	8.00	1.00	-	90.81
Operations Support	26.66	43.00	-	1.49	71.15
Strategy and Renewal	13.95	-	10.90	-	24.85
Office of the Commission	5.00	-	-	-	5.00
Corporate Services	23.55	-	3.00	-	26.55
Information Services	25.80	-	1.00	-	26.80
Legal, Risk and Compliance	23.60	-	1.00	-	24.60
Total sum of staff FTE <sup>1,2</sup>	250.17	62.00	18.90	2.93	334.0

Notes:

1. Paid FTE data above is from the payroll period ending **7 April 2026**. 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

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- On 8 January 2026, I and Ms Jen O'Farrell (Chief Executive Officer) met with Acting Commissioner Cheryl Scanlon APM (Queensland Police Service) to discuss matters of mutual interest.
- On 27 January 2026, I attended an out of session Controlled Operations Committee meeting as a member of the Committee.
- On 27 January 2026, I chaired the Crime Reference Committee meeting.
- On 9 February 2026, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 26 February 2026, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 3 March 2026, I met with Acting Commissioner Brett Pointing APM (Queensland Police Service) to discuss matters of mutual interest.
- On 19 March 2026, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 31 March 2026, I chaired the Crime Reference Committee meeting.
- On 31 March 2026, I met with Acting Commissioner Brett Pointing APM (Queensland Police Service) and Deputy Commissioner Mark Kelly (Queensland Police Service) to discuss matters of mutual interest.

## Appendix B    Media

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### Media releases

NIL	There were no public statements issued during the reporting period.
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### Media interviews

NIL	There were no media interviews conducted in the reporting period.
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### Media conferences

NIL	There were no media conferences held in the reporting period.
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### CCC social media

31 March 2026	As at 31 March 2026, the CCC had 1510 <i>X</i> Followers, 2687 <i>Facebook</i> Followers, 181 <i>YouTube</i> Subscribers and 4158 <i>LinkedIn</i> Followers.
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## Appendix C External presentations

Date	Presenter and title	Audience	Topic
January 2026			
20 January 2026	Detective Senior Sergeant Wendy Scorey & Detective Sergeant Keats.	QPS Recruits.	Values, Discipline and Behaviours Panel.
February 2026			
5 February 2026	Ms Katherine Fisher Director, Strategic Insights and Prevention.	Department of Education – Internal Audit.	Findings from the CCC’s Corruption Perceptions Survey, how these results can inform internal audits, and an overview of the CCC’s prevention and engagement program.
9 February 2026	Detective A/Inspector Denton Sandlant, Acting Director, Crime Operations.	Queensland Police Service, Crime and Intelligence Legal Services (CILS).	Engagement and professional development session – career planning, resume and interview preparation.
18 February 2026	Mr Cameron Rentz Executive Director Crime Hearings and Legal, Crime.  Ms Susan Miles Senior Lawyer, Crime Hearings and Legal, Crime.	Cairns Criminal Investigation Branch / Child Protection Investigation Unit.	Accessing CCC Crime Hearings for QPS investigators.
25 February 2026	Mr Craig Capper, Senior Executive Officer (Corruption)	Department of Youth Justice and Victim Support – All staff presentation (2500 people via MS Teams).	Role of the CCC and corruption function, the CCC’s corruption priorities, findings from the CCC’s Corruption Perceptions Survey, and everyone’s role preventing corruption.
March 2026			
2 March 2026	WPU Training Sergeant.	Detective Training Unit QLD Police Academy, Oxley.	The role and function of the Witness Protection Unit and how we can assist investigators to protect witnesses.
3 March 2026	Ms Elizabeth Fougler, Executive Director, Intake and Assessment, Corruption.	Queensland Treasury.	Identifying and reporting suspected corrupt conduct, and understanding your obligations when a matter is referred to your agency to manage.

Date	Presenter and title	Audience	Topic
5 March 2026	Detective Acting Senior Sergeant Tim Keats & Detective Sergeant Matthew Rae Corruption Investigations.	QPS Detective Training Phase Three.	Corruption Investigations.
5 March 2026	Mr Daniel Tracey Principal Financial Investigator Proceeds of Crime.	QPS Detective Training Phase Three.	Proceeds of Crime.
5 March 2026	Mr Cameron Rentz Executive Director Crime Hearings and Legal, Crime.  Ms Susan Miles, Senior Lawyer, Crime.	QPS Detective Training Phase Three.	CCC Crime Hearings.
12 March 2026	Sam Morrison, Director, Engagement and Partnerships.  Katherine Fisher, Director Strategic Insights and Prevention.	Online Forum – Community of Practice for Ethical Behaviour (CoPEB). Run by the Public Sector Commission.	Insights from an intelligence assessment on one of the CCC's corruption priorities and seeking practitioner input into development of prevention resources.
23 March 2026	Ms Elizabeth Fougler, Executive Director, Intake and Assessment, Corruption.	Council HR Practitioner's Workshop, LGAQ, Brisbane.	Identifying and reporting suspected corrupt conduct, and understanding your obligations when a matter is referred to your agency to manage.
23 March 2026	Ms Lauren Mateer, Director Assessment.	Local council HR Business Partners.	Understanding corrupt conduct and your obligations.
25 March 2026	Ms Elizabeth Fougler, Executive Director, Intake and Assessment, Corruption.	Council HR Practitioner's Workshop, LGAQ, Emerald.	Identifying and reporting suspected corrupt conduct, and understanding your obligations when a matter is referred to your agency to manage.
27 March 2026	Ms Rhiannon Boden, Executive Director, Corruption Prevention and Engagement.	Local Government Managers Australia (LGMA) CEO Forum.	Insights on local government corruption risks, trends and themes, prevention opportunities, and importance of setting the ethical tone from the top.

Date	Presenter and title	Audience	Topic
30 March 2026	<p>Ms Lauren Mateer, Director, Assessment.</p> <p>Mr Stephen Weber, Director Review.</p>	Department of Youth Justice and Victim Support - Ethical Standards Group.	Understanding and assessing corrupt conduct, dealing with a monitored matter and opportunities for prevention.
30 March 2026	Ms Elizabeth Fougler, Executive Director, Intake and Assessment, Corruption.	Seqwater.	Identifying and reporting suspected corrupt conduct, and understanding your obligations when a matter is referred to your agency to manage.



## Crime and Corruption Commission

QUEENSLAND

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### More information

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