



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 July to 31 December 2024



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 11 February 2025.

The report covers the period 1 July to 31 December 2024.

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 July 2024 to 31 December 2024.

Operationally, during the reporting period the Crime Division finalised a major crime investigation involving suspected money laundering and drug trafficking. It resulted in 26 people being charged with more than 109 offences, and seizures of over \$500,000 cash, 20 kg of methylamphetamine and half a ton of cannabis. The Division also advanced two other major crime investigations – one into production and trafficking of dangerous drugs, and one into alleged money laundering involving a professional facilitator. Other investigation outcomes are detailed in the report.

The CCC also works in cooperation with other agencies including the Queensland Police Service (QPS) in responding to serious crimes that involve potential or actual loss of life or serious injuries. During the reporting period our work in this area involved holding hearings in relation to offences including homicide, extortion, theft and violence. We also used our hearings powers to assist the QPS to finalise three investigations into crimes against children and vulnerable people.

Our proceeds of crime team obtained restraining orders over \$5.047 M and a total of \$6.280 M was returned to the State as forfeited property.

Through our operations we collect and analyse intelligence data about the activities of organised crime groups, their participants and facilitators, that we then disclose to other law enforcement agencies for their information and action. During the reporting period the CCC made 108 intelligence disclosures to law enforcement.

In October 2024 the CCC published a report on its review of the provisions for searching places for high-risk missing persons under the Police Powers and Responsibilities Act 2000. It identified that while these powers are rarely needed, they are a useful and valuable tool to progress missing persons investigations, and recommendations were made to enhance the provisions.

For the period 1 July to 31 December the Corruption Division received 2570 complaints and notifications of corruption and assessed 2889. During the reporting period, the CCC finalised 16 corruption investigations. As at 31 December 2024, the CCC was progressing 39 corruption investigations.

The CCC monitors some investigations being undertaken by Units of Public Administration (UPAs). This allows us to support UPAs in improving investigative quality and prevention outcomes. During the period a total of 27 new matters were referred for monitoring and 45 matters were finalised. As at 31 December 2024 there were 90 matters being monitored by the CCC.

Our work continues on the implementation of recommendations of the Commission of Inquiry. During the reporting period, the CCC as at 31 December 2024, the CCC has implemented 19 recommendations in full and has made significant progress on 11 others.

In August 2024 the Crime and Corruption Amendment Act 2024 was passed by Parliament. The majority of the amendments, which will commence in 2025, will consolidate the provisions in chapters 3 and 4 of the Crime and Corruption Act 2001 which govern the Crime division and Corruption division investigations. The CCC has commenced preparations to implement these legislative changes this year.

The CCC continues to engage with the Government regarding the need for legislative change to the CCC's public reporting powers for corruption investigations. Two Bills addressing CCC reporting powers were introduced to Parliament during 2024, however both Bills lapsed at the end of the parliamentary term. The CCC has had the opportunity to engage with both the Attorney-General and Minister for Justice and Integrity and officers from the Department of Justice about the CCC's public reporting powers for corruption investigations. We anticipate that consultation will continue with a view to amending legislation being introduced to parliament in the coming months.

Matters arising from the public meeting of 30 August 2024

A formal response has been provided to the PCCC.

Bruce Barbour

Chairperson

Year-to-date highlights



14 crime investigations commenced

12 crime investigations finalised



2,570 complaints of suspected corruption received

2,889 complaints of suspected corruption assessed



6 recovery orders over assets totalling

\$6.280 M forfeited to the state



26 corruption investigations commenced

16 corruption investigations finalised



108 law enforcement intelligence disclosures related to CCC crime functions



5 days of hearings relating to corruption investigations



70 days of hearings relating to crime investigations and intelligence matters



12 Prevention recommendations made from corruption investigations

CCC Strategic Plan 2023–27 (updated 2024)

Our vision

Safe communities supported by fair and ethical public institutions.

Our purpose

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

Our values



People



Accountability



Integrity



Courage



Excellence

Objective: *Efficient and Effective*

Delivering efficient and effective outcomes to reduce the incidence of major crime and corruption, and improve the integrity of the public sector in Queensland.

Strategies:

- Improve productivity and outcomes to maximise impact.
- Enhance governance, risk and compliance processes and culture to mitigate risk.
- Advocate for legislative reform to improve our ability to anticipate and respond to the changing nature of our operating environment.
- Innovate, digitalise and automate service delivery to maximise operational efficiency and effectiveness.
- Build and use data to inform effective decision making.
- Enable a trauma-informed approach that reflects the perspectives of our diverse community, including First Nations peoples.

Objective: *Safe and Capable*

Developing the capability and managing the wellbeing of our people and enabling their performance through access to high-quality information and fit-for-purpose systems.

Strategies:

- Develop leadership and management capability to lead change, achieve high performance, and influence connection to agency purpose.
- Nurture a safe and healthy workplace embedding a shared responsibility for the physical, psychological and cultural wellbeing of our workforce.
- Continue to enhance diversity and inclusion initiatives to harness different perspectives and build on our collective strengths.
- Deliver talent attraction and retention initiatives that reflect the changing needs of the workforce and societal expectations.
- Develop workforce capability to meet the operating needs within a complex and evolving working environment.
- Leverage and invest in technology to enhance digital capability and improve system cross-functionality.
- Invest wisely in robust information security measures to stay ahead of potential threats.

Objective: *Accessible, Accountable and Collaborative*

Being accessible and engaging with our community in a meaningful way that demonstrates our accountability and promotes confidence in our functions and the services we provide.

Strategies:

- Strengthen partnerships to facilitate coordination and information sharing across agencies and jurisdictions for mutual benefit.
- Ensure effective communication and timely dissemination of information to promote transparency, accountability and confidence.
- Establish a greater connection and new operating models with government, non-government organisations, private sector and universities to ensure responsible spending, access to specialist capabilities and enhance information sharing.
- Maximise opportunities with our partners to collectively use data and insights in a meaningful way.

Objective: *Continuous Improvement*

Anticipating and responding effectively to our dynamic and challenging operating environment.

Strategies:

- Redesign service delivery models to maximise our ability to respond to our changing environment.
- Embed a culture of continuous improvement and innovation to improve performance and maximise our impact.
- Strengthen change management practices to sustain the benefits of change.
- Adopt environmental sustainability practices to minimise the impact of our operations on the environment.
- Continue to implement initiatives from reviews and inquiries to enhance public confidence.

The CCC's 2023–27 (*updated 2024*) 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 forfeited to the state unless a person proves, on the balance of probabilities, that it was lawfully acquired.

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

Intelligence

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

Research

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

Prevention

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

Key deliverables

Performance outcomes from 1 July to 31 December 2024
are detailed in the following pages.¹

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

Objective: Efficient and Effective

Key deliverable:

Investigating and shaping effective responses to serious and organised crime, through the use of our hearing powers; working with and sharing intelligence with the Queensland Police Service and other law enforcement partners and confiscating criminal profits.

Illicit markets

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

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

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

Referred major crime investigations

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

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

- an investigation into trafficking of dangerous drugs and firearms by a syndicate in Brisbane
- an investigation into drug trafficking and money laundering by a syndicate on the Gold Coast with links to an Outlaw Motorcycle Gang (OMCG)
- an investigation into the trafficking of dangerous drugs including cocaine and methylamphetamine by a syndicate between Brisbane and Mackay, and
- an investigation into drug trafficking by a syndicate which ultimately culminated in the attempted murder of one member.

CCC major crime investigations

During the reporting period, the CCC finalised a major crime investigation involving suspected money laundering and drug trafficking by a syndicate suspected of being involved in trafficking and importing heroin and methylamphetamine. As a result of the investigation, 26 persons were charged with 109 offences, over 120 intelligence products² were generated and disseminated to law enforcement agencies nationally, and seizures resulting from the operation of over \$500,000 cash, 20kg methylamphetamine and half a ton of cannabis.

² This investigation commenced prior to 1 July 2024 and includes Intelligence products disseminated outside of the current reporting period.

The CCC also advanced two major crime investigations:

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

Intelligence operations

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

- an intelligence operation to investigate alleged criminal organisation participants suspected of being involved in weapons manufacturing involving 3D printing technology
- 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 focused on assessing the methodologies of an organisation alleged to be facilitating the production of dangerous drugs by multiple alleged criminal networks, and opportunities to strengthen the regulatory environment for the organisation's activities.

Intelligence assessments and disclosures

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

Between 1 July and 31 December 2024, the CCC made 108 intelligence disclosures to law enforcement. An intelligence disclosure may contain one or more discrete information reports or intelligence products. *For more information on Intelligence disclosures and request for information see Table 3 on page 23.*

Proceeds of crime recovery

During the reporting period the CCC obtained six restraining orders to the value of \$5.047 M and six forfeitures of property to the state to the value of \$6.280 M relating to illicit markets. *For Year-to-Date data on proceeds of crime outcomes see Table 5 on page 24.*

Strategic project: Enhancing our cryptocurrency investigation capability

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

The project concluded as of 31 December 2024, at which point a new Digital Assets Specialist (Investigation & Capability) position was established. This new role ensures continuity and an ongoing development of the CCC's capability in the evolving digital asset ecosystem.

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:

- a multi-jurisdictional investigation into the homicide of two males believed to be linked in March 2002
- an investigation into the murder of a 36-year-old man at Coopers Plains in January 2022
- an investigation into an organised crime group involved in extortion, theft and violence in South-East Queensland
- an investigation into the murder of a 62-year-old man at Stones Corner on 9 August 2024
- an investigation into the homicide of a 23-year-old woman at Daisy Hill on 19 July 2024
- an investigation into the suspected dangerous operation of a motor vehicle resulting in the death of a 49-year-old man at Lanksey (Mount Isa) on 23 June 2024
- an investigation into the suspected homicide of a 45-year-old man at Booyal or elsewhere on or about 27 January 2000, and
- an investigation into the suspected homicide of a 38-year-old woman at Cooktown on or about 6 February 2023.

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

Section 879 of the *Police Powers and Responsibilities Act 2000* (Qld) requires the CCC to review the relevant provisions in the PPRA that provide police with powers in missing persons investigations where the person is a 'high-risk missing person'.

In October 2024 the CCC published a report on its review. It identified that while these powers are rarely needed, they are a useful and valuable tool to progress missing person investigations. After considering various information sources about the operation and effectiveness of the missing person search powers, the review made two recommendations. Specifically, it recommended that the requirement to obtain commissioned officer approval to use the powers is examined, and that recordkeeping about the use of the powers is expanded.

In accordance with section 879 of the PPRA, the CCC consulted with the Former Minister for Police and Community Safety in preparing the report and provided the report to the Speaker for tabling in Parliament.

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

- an investigation into the alleged torture inflicted on a ten-week-old child between 18 January and 31 March 2024

- an investigation into the injuries sustained by a three-week-old child which resulted in their death on 22 July 2024
- an investigation into the injuries sustained by an infant believed to have occurred between birth until 15 August 2024, and
- an investigation into the suspected homicide of two infants at Bungalow (near Cairns) on 13 December 2021.

Key deliverable:

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

Complaints assessed as serious, systemic and strategic

All incoming complaints, notifications, matters and issues are entered into the complaints management system within 48 hours, and referred to the Executive Director, Intake and Assessment for triage.

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

Matters which do not meet these criteria are referred to a team for assessment and are finalised by referral to the relevant Unit of Public Administration (UPA) or as requiring no further action.

Matters which meet these criteria are referred to a team to review and, where appropriate, conduct preliminary enquiries to better understand the alleged conduct and identify evidence that supports the conduct has or has not occurred. The matter is then briefed to the Executive Leadership Team (ELT) for an assessment decision. The ELT may assess matters as requiring no further action, appropriate for referral to a UPA to deal with – subject to outcome advice, appropriate to refer to a UPA – subject to monitoring, or appropriate for the CCC to investigate, including jointly with a UPA.

For the period 1 July to 31 December 2024, the CCC received 2,570 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 409 have been triaged as meeting the criteria of serious, systemic and strategic (SSS). In the same period, 396 SSS matters were assessed.

During the period a total of 2,889 matters were assessed. Of these, 25 were retained for CCC investigation, 27 were referred to the UPA – subject to CCC monitoring, 157 were referred to the UPA – subject to outcome advice, 1,750 were referred to the UPA – no further advice required, and 930 were assessed as requiring no further action.

Corruption investigations

As at 31 December 2024, the CCC is progressing 39 investigations. During the reporting period, the CCC finalised 16 investigations. In summary:

- One investigation resulted in a brief of evidence relating to 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 in relation to misuse of authority resulted in allegations being referred to an agency for consideration of disciplinary action.
- Three investigations were finalised in relation to failure of duty and misuse of authority and misuse of information, of which two of these concerned issues which were referred to a UPA subject to monitoring and one was referred to a UPA with no outcome required.
- Eleven investigations were finalised in relation to misuse of office/authority, failure of duty, misappropriation of resources, drug related offences, misuse of information and possible sexual offences. The investigations did not substantiate any allegations of corrupt conduct.

Note: In addition, a brief of evidence relating to disclosure of confidential information was referred to the DPP, and resulted in a charge of disclosing confidential document being commenced in relation to an ongoing investigation.

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 July to 31 December 2024, a total of 27 new matters were referred for monitoring and 45 matters were finalised. As at 31 December 2024, 90 matters were being monitored by the CCC.

Objective: Safe and Capable

Key Deliverable:

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

Workforce Strategy

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

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

Priority employee capability and wellbeing initiatives include:

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

Activities progressed or delivered during this reporting period include:

Leadership and Performance Management

Multiple new programs were successfully trialed to support leadership and management capability. These included courses covering effective onboarding and performance management, critical thinking, strengthening collaboration, and the contradictions of leadership.

Nurturing a safe and healthy workplace

In December, we applied to join more than 200 other Australian organisations in being recognised as part of the Mental Health First Aid (MHFA) Australia Workplace Recognition Program for our commitment to meaningful change through mental health first aid training. Throughout 2024, we have continued to deliver in-house MHFA training and in 2025 will be expanding the course offerings to include standard and refresher courses and additional topics including gambling and self-harm.

We have supported more commission officers to be trained as Peer Support Officers to assist and support our people. We continue to deliver on the Organisational Safety Action Plan, the Wellbeing Action Plan and the Psychological Health Screening program to ensure that we maintain a safe and healthy workplace for everyone.

Continue to enhance diversity and inclusion

A diversity and inclusion survey was deployed and data analysed to inform the development of a Diversity, Inclusion and Belonging Strategy and Action Plan to support everyone to feel valued and respected in the workplace.

Expanding early career pathways

We continue to host rolling 6-month placements as part of the Department of Premier and Cabinet Policy Futures Program. Two legal interns have been recruited for the 2024-25 summer internship program, returning for a 4-week placement in the winter break. A Professional Justice Placement is currently being negotiated for a Queensland University of Technology student. The agency is seeking to participate in CareerTrackers in 2025, a program which facilitates early career placements for Aboriginal and Torres Strait Islander peoples.

Digitising the workplace

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

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

Activities progressed or delivered during this reporting period include:

- **Application Portfolio Management:** The CCC Application Portfolio Management Framework (APMF) supports management of the entire lifecycle of system applications from inception to retirement. The CCC has published information guidelines for application owners and custodians.
- **Digital GRC:** The improvements to the digital Governance Risk and Compliance solution were implemented in October 2024. Key improvements include improved stability of the platform, improved workflows, functionality and user experience, and enhanced reporting capabilities.
- **Case Management System:** The project to deliver a Case Management System for both Crime Operations and Corruption Investigations advanced to the procurement stage, releasing an Initiation to Offer (ITO) to the open market. Whilst the procurement process is finalised, work continues in developing implementation plans.
- **Legal Practice Management System:** The CCC is working with an external vendor to implement a Legal Practice Management System. The implementation will help manage the internal legal function and is anticipated to be completed in the first half of 2025.
- **Human Resource Information System (HRIS):** The CCC is continuing procurement process to identify a digital solution that will improve workforce management by having a single source of truth for HR-related information. Implementation will impact all commission officers and is anticipated to be complete within the 2025 calendar year.

Advancing analytics

Analytics remains a critical capability for the CCC. Analytics initiatives are contributing to the modernisation of the organisation by reducing information silos, leveraging the value of our significant data assets and promoting a data-driven culture.

Activities progressed or delivered during this reporting period include:

- **Data and Analytics Strategy 2023-27** has been refreshed to align with the Strategic Plan 2023-2027 (updated 2024) and Divisional Plans.
- **Outcomes data Proof of Concept (PoC):** Work is progressing on delivering a Proof of Concept to facilitate the exchange of Corruption Investigation Outcomes Data with the Department of Education. During the reporting period, key activities included engaging a Solutions Architect to draft a solution for enabling external user access to the application, consulting with Microsoft to evaluate the proposed solution, and completing peer-review testing.
- **Analytics Data Warehouse (ADW):** Ongoing efforts are focused on enhancing the efficiency of COMPASS-related performance reporting directly from the ADW, with Tier 1 corruption-related SDS measures completed and Tier 2 measures advancing in next phase of development. In addition, work is continuing to ingest additional internal and external data assets in the ADW.
- **Data Literacy Uplift:** The CCC proactively drives data literacy across the organisation through a program of targeted and general sessions. These initiatives enhance the organisation's ability to effectively understand, analyse, and utilise data. A recent milestone was the delivery of a Power BI-focused session in November 2024, empowering participants with practical skills for advanced data visualisation and analysis.
- **Business intelligence dashboards:** Where possible, dashboards extract data from the CCC's ADW.
 - **Monitoring Performance Reporting:** A revised version of the monitoring dashboard has been developed and delivered to suit evolving business needs.
 - **Intake and Assessment dashboard:** Work continues to enhance the Intake and Assessment Dashboard to achieve full automation and support business requirements.
 - **Ad-hoc Reporting:** The analytics team continues to support ad-hoc reporting requests using Analytics Data Warehouse, data extracts, or analytical tools.
- **Corruption Data and Insights plan:** Analytics resources are contributing to accelerating the delivery of the Corruption Data and Insights Plan. These resources are collaborating with business areas to support the development of a Data Collection Plan.
- **Change management tools:** The Stakeholder and Communications Plan and the Change Impact Assessment tools were delivered to support the 2024–25 Change Management Maturity Program.
- **Analytics Operating Model:** The CCC is actively standardising processes for project delivery and business improvement initiatives. Key deliverables include developing a Data and Analytics process map, a Power BI framework, Data Engineering Standards, implementing DevOps for delivery management, and standardising testing process for analytics products.
- **Corruption Allegations Data Dashboard:** The CADD data up to 30 July 2024 was published on the CCC website in December 2024.

Objective: Accessible, Accountable and Collaborative

Key Deliverable:

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

Implementing our renewed 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 this reporting period, work progressed on the following initiatives:

- Development continued of a Data and Insights Plan which will guide how we collect, analyse and use corruption related data and share our insights. Work continued developing use cases and initiatives aligned to the critical knowledge needed by the Corruption Division to develop and share insights internally and across the public sector.
- The first version of a new Corruption operating model and Corruption Position Statement were produced which included defining seven Corruption priorities. Work is continuing on scoping and delivering broader improvements to assessment and feasibility processes identified through the development of the new model.
- Work continued with key stakeholders to analyse information as part of trialling an approach to thematic monitoring. This will expand the CCC's monitoring footprint and inform the understanding of corruption risk and development of targeted prevention strategies across the Queensland public sector.
- A Corruption Stakeholder Engagement and Communication Strategy and Roadmap were finalised. The strategy included a detailed current and future state assessment and stakeholder mapping, analysis and prioritisation. Key focus areas for the delivery of strategic engagement and communication were identified for the next three years.

In relation to specific stakeholder engagement activities, the following initiatives were undertaken in this reporting period.

- The CCC partnered with Crown Law in a series of regional roadshows in Cairns, Townsville, Rockhampton and Mackay. Training was provided to public service employees working in governance, law and human resources on understanding and reporting corrupt conduct, and the process post-complaint. This collaboration helped build capability in regional offices to identify and manage corruption risks effectively, improving governance and integrity across the state.
- The CCC presented at the Australian Public Sector Anti-Corruption Conference (APSACC) on the growing role of data science and analytics in preventing and addressing corruption.
- In preparation for the 2032 Brisbane Olympics, the CCC presented at the Roundtable on Integrity and Opportunity in the Business of Sport on corruption risks in procurement and when public/private sectors intersect. This roundtable aimed to address the potential corruption risks associated with large-scale sporting events like the Olympics, ensuring stakeholders are equipped with strategies to maintain integrity in the sector.
- The CCC hosted the Asia-Pacific Integrity School established by Griffith University. Participants from corruption agencies from Indonesia, Papua New Guinea and the Solomon Islands heard from the Corruption Division about how the CCC focuses on serious and systemic corruption, the investigation and monitoring functions, and participated in a corruption prevention workshop. The seminar aimed to enhance cross-agency knowledge sharing, with a primary focus on prevention.
- The CCC presented at the Local Buy Advancing Queensland Procurement Conference on fraud risks in local government procurement. The session aimed to help local government employees understand the procurement risks and develop the skills to recognise and mitigate fraud.
- Following the March 2024 local government elections, a joint email campaign with the Office of the Independent Assessor (OIA) and Queensland Ombudsman (QO) targeted new councillors and mayors. It focused on integrity, local government legislation, corruption risks, and complaint management, supported by a new tailored webpage. The goal was to build awareness of ethical standards and obligations among newly elected officials, ensuring they are equipped to act with integrity in their new roles.

- In collaboration with the Electoral Commission Queensland (ECQ) and the Queensland Integrity Commissioner, the CCC conducted a campaign to educate candidates on corruption risks and responsibilities in the lead up to the state election. A fact sheet was published on the CCC website and ECQ issued an email to 515 candidates.
- The CCC delivered a campaign for Fraud Awareness Week aligning with the theme "The Face of Fraud is Changing: Collaboration is More Important Than Ever". Key deliverables included an electronic distributed mail (EDM) issued to all Liaison Officers and Public Officials, publishing a web article, a new fraud risk and technology fact sheet, and producing a slide pack tailored for use by UPAs, enabling them to educate their agencies on fraud risks and mitigation strategies. See: <https://www.ccc.qld.gov.au/fraud-awareness-week-2024>.
- The International Anti-Corruption Day campaign, themed "Uniting with Youth Against Corruption," aimed to highlight the role of youth in shaping a culture of ethical behaviour and transparency. The CCC released materials on 9 December 2024 in line with encouraging conversations with young people about the importance of integrity and encouraging young and new public servants to become active participants in fostering a corruption-free future.

Objective: Continuous improvement

Key Deliverable:

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

CCC response to Commission of Inquiry (COI):

During the period, the Bill addressing the amendments to the *Crime and Corruption Act 2001* to give effect to Recommendations 2 and 25 was introduced. The CCC has provided 24 progress reports to the Minister, the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner. As at 31 December 2024, the CCC has implemented 19 recommendations in full and made significant progress on 11 recommendations (2 recommendations relate to future reporting or are not the responsibility of the CCC). The CCC has also published eight progress reports on its website (<https://www.ccc.qld.gov.au/publications>).

Use of seconded police officers and police powers

The CCC is implementing a future state model for the Corruption Division. This model continues to utilise seconded police but is a predominantly civilian model with 30-40% of investigators to remain seconded police.

Corruption investigator induction and training

Enhancements were made to onboarding practices including implementation of revised attraction and selection processes and improved pre-employment communications to attract and retain best-fit candidates. eLearning compliance modules, which reinforce the importance of accountability, governance and decision making are being redesigned to support new starters to better understand their role, responsibilities, and ways of working within the agency. These modules are being released incrementally once endorsed by subject matter experts and content owners.

New starters are further supported in joining the CCC through improved pre-employment communications, and in the early stages of employment through updated intranet resources and division-specific induction guides. Resources to support managers to provide a consistent and comprehensive onboarding experience at the local business unit level have been revised and are being distributed prior to new starter commencements. Additional conversation guides continue to be developed and distributed to hiring managers for piloting. Use of these resources will be monitored as new starters commence. Evaluation data indicates high satisfaction with the induction process and regular monitoring will occur to identify opportunities to further enhance the induction experience. Onboarding is recognised as an integral part of a new starter's experience and this function will continue to be monitored and enhanced as business as usual.

Corruption monitoring process:

The CCC has continued to embed a new approach to monitor the way units of public administration deal with allegations of corrupt conduct. Reflecting the objectives of the Corruption Strategy, this operating model provides for greater engagement with units of public administration, places more tension on investigation timelines, and focuses on both investigative quality and implications for corruption prevention. Management dashboards have been implemented to facilitate active management of the monitoring function and visibility of capacity utilisation.

Corruption Investigator Capability Framework

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

A range of assessment processes aligned to the framework have been developed and implemented to assist with the identification of learning priorities for the current workforce. A range of new learning solutions have been identified, and external providers sourced. These programs continue to be piloted and evaluated. An evaluation process has been established to assist with measuring outcomes and benefits. Across all programs delivered to date, 95% of participants reported being completely or mostly confident in being able to apply learnings.

At the national level, the CCC continues to participate in a cross-jurisdictional corruption capability community of practice. This allows for and encourages the sharing of information, training packages and learning opportunities between the CCC and other jurisdictions.

Key statistics 2024–25

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

³ All financial year 24–25 data is for the period 1 July to 31 December 2024.
Public Report to the Parliamentary Crime and Corruption Committee

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

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

Service area objective: Protect Queenslanders from major crime and corruption

Table 1: Service Delivery Standards

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

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

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

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

Other CCC operational performance measures

CCC crime investigations

Table 2: Summary – Crime investigations¹

Description	YTD 2024-25
Total number of investigations commenced	14
Total number of investigations finalised	12
- People charged ²	8
- Charges laid	45

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: Intelligence disclosures and requests for information (Crime)¹

Nature of disclosure	YTD 2024-25
CCC Investigations	14
Intelligence Operations	18
Referred Investigations	35
Strategic & Other ¹	34
Proceeds Matter	7
Total	108

Notes:

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

Table 4: CCC crime hearings overview

Description	YTD 2024-25	
	Crime investigation hearings	Crime intelligence hearings
Hearing days	68	2
Witnesses attending	67	2
Attendance notices served ¹	78	2

Notes:

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

Proceeds of Crime

Table 5: Proceeds of crime outcomes

Description	Number	YTD 2024–25
Restraining orders obtained	6	\$5.047 M
Forfeitures of property to the state	6	\$6.280 M

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

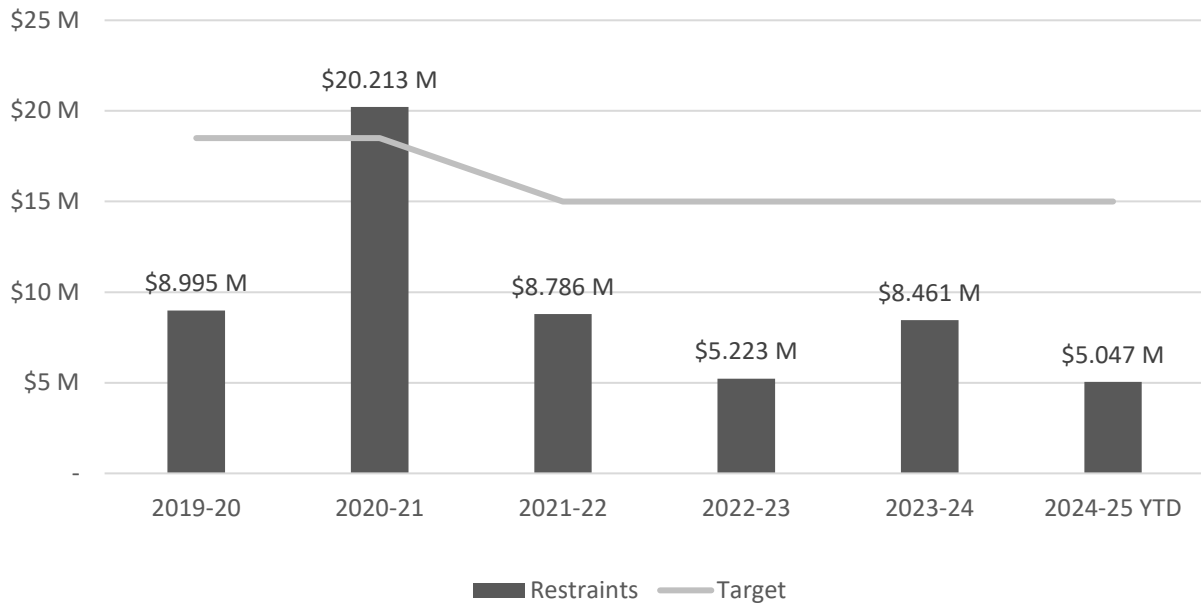


Figure 2: Value of criminal proceeds forfeited: 2019-20 to 2024-25 YTD

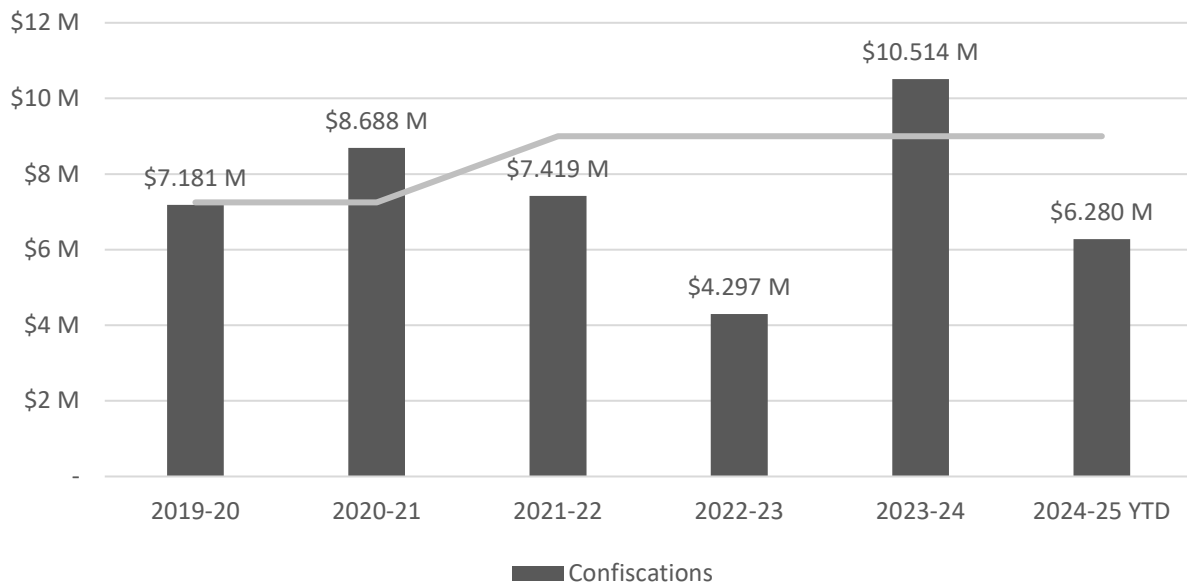


Table 6: Proceeds of Crime matters in progress

Description	YTD 2024–25	
	Number	Value
Civil confiscation matters involving restrained property	17	\$31.095 M
Matters pending restraint	28	\$35.593 M

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

Description	YTD 2024–25
Restraints	\$330.808 M
Forfeitures	\$159.372 M

Complaints

Table 8: Complaints received and assessed

Description	YTD 2024–25
Total complaints received ¹	2,570
% increase or decrease when compared to 2023–24	▲ 17 %
Percentage of complaints assessed within 30 days (target: 85%) ²	48 %
% increase or decrease when compared to 2023–24	No change
% allegations relating to the QPS	60 %
% allegations relating to other units of public administration (excluding QPS)	40 %
Total complaints assessed	2,889
% increase or decrease when compared to 2023–24	▲ 30 %

Notes:

1. The number of complaints by sector (in Tables 9 & 10) maybe higher than the total complaints received in Table 8 as one complaint may relate to multiple sectors.
2. In 2023-24 the CCC experienced a 28% increase in the number of complaints received when compared to 2022-23, with a further 17% increase in the 2024-25 financial YTD. This has resulted in assessment delays and necessitated ongoing change processes, which have already been effective in significantly reducing matters under active assessment in the last six months by 41% from 518 to 301 (as at 30 December 2024). Most significantly, serious, systemic or strategic importance matters have seen an 83% reduction in matters from 738 matters under assessment to 125 matters as at 30 December 2024.

Table 9: Complaints received – QPS¹

Description	YTD 2024–25
Complaints received	1,345
% increase or decrease when compared to 2023–24 ¹	▲ 9 %
Allegations received for Queensland Police Service ²	3,059

Notes:

1. Complaints by Aboriginal and Torres Strait Islander people comprised 8% of the total complaints made against QPS officers (sworn officers and civilian staff), which is a 3% increase when compared to the same period in 2023–24.
2. The CCC has removed a significant administrative burden, associated with distilling multiple allegations on complaints not identified as involving conduct that is serious, systemic or of strategic importance, by only entering the primary allegation. By not distilling all allegations for each complaint, the number of allegations being recorded, has decreased, even though complaint numbers have increased. This change to process has resulted in the CCC being able to refer matters notified to the CCC, by the QPS, to the QPS within one week of receipt of the notification.

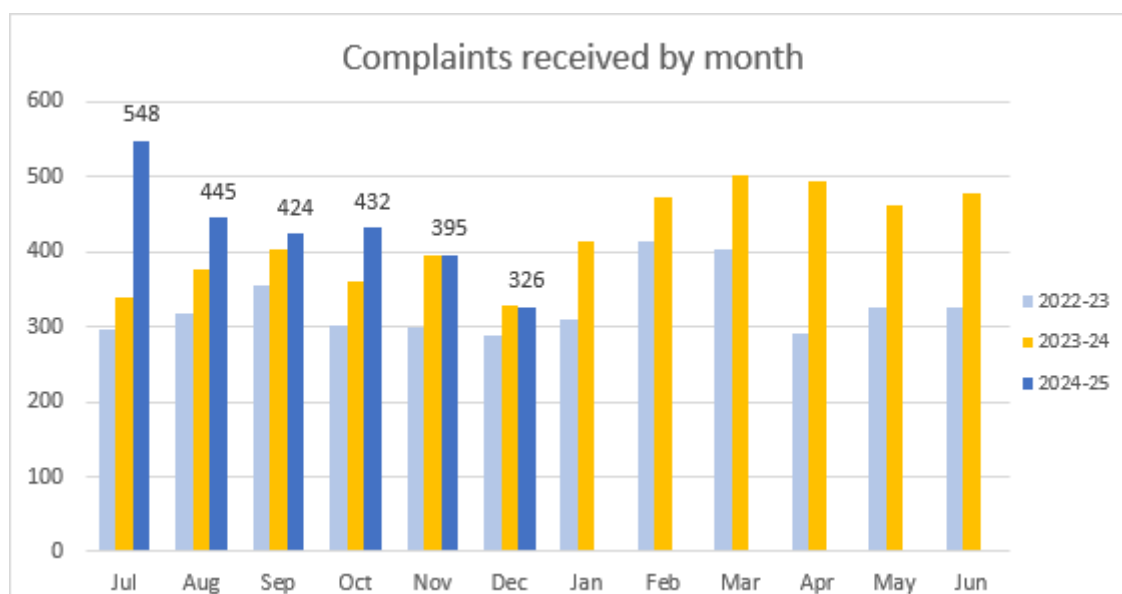
Table 10: Complaints received – other units of public administration (excluding QPS)

Description	YTD 2024-25
Complaints received for public sector ¹ (Including government owned corporations and Members of Parliament)	1,028
% increase or decrease when compared to 2023–24 ²	▲ 10 %
Complaints received for local government sector ³	197
% increase or decrease when compared to 2023–24	▲ 15 %
Allegations received for public sector ² (Including government owned corporations and Members of Parliament)	1,748
Allegations received for local government sector	293

Notes:

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

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



Note:

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

Table 11: Outcomes of complaints assessed

Description	YTD 2024–25
Retained for CCC investigation	25
Referred to the appropriate agency, subject to the CCC’s monitoring role	27
Referred to the appropriate agency, outcome advice required by the CCC	157
Referred to the appropriate agency, with no further advice required by the CCC	1,750
Requiring no further action	930
Total complaints assessed	2,889

CCC corruption investigations

Table 12: Summary – CCC corruption investigations

Description	YTD 2024–25
Total number of investigations commenced ¹	26
Total number of Investigations finalised	16
- People charged	1
- Charges laid	1
Recommendations for disciplinary action	1
- No. of people	1
Prevention recommendations	12

Note:

1. The total number of investigations commenced in the reporting period (1 July – 31 December 2024) 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.

Table 13: CCC corruption investigations – QPS

Description	YTD 2024–25
Number of investigations commenced	4
Number of investigations finalised	1
- People charged	0
- Charges laid	0
Recommendations for disciplinary action	0
No. of people	0
Prevention recommendations	0

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

Description	YTD 2024–25
Number of investigations commenced	22
Number of investigations finalised	15
People charged	1
Charges laid	1
Recommendations for disciplinary action	1
No. of people	1
Prevention recommendations	12

Table 15: Duration of current CCC corruption investigations

Description	YTD 2024–25 #	YTD 2024–25 %
< 6 months	25	64 %
6-12 months	3	8 %
> 12 months	11	28 %
Total of investigations	39	100 %

Monitoring allegations of corruption referred to other agencies

Table 16: Reviews of referred matters

Description	YTD 2024–25
Median days ¹ to complete a monitored investigation final report review	73 days ²
Final reviews	45
Public sector reviews (including local Government)	23
QPS reviews	22
Median days to complete a monitored investigation Interim report review	7 days
Interim reviews	34
Public sector reviews (including local Government)	22
QPS reviews	12
Reviewable decisions ³	62

Notes:

1. Target is 30 Days. Median days calculated using a 7-day week.
2. Due to organisational impacts experienced as a result of long-term vacancies, planned and unplanned leave of staff within the team the median days to complete a monitored investigation final report has been impacted.
3. A reviewable decision is a decision made by a prescribed police officer in an internal disciplinary process against a prescribed person (that is, another police officer who is generally referred to as the subject officer) concerning an allegation of police officer misconduct. The term reviewable decision is defined in section 219BA of the CC Act.

Corruption hearings

Table 17: CCC corruption hearings

Description	YTD 2024–25
	Corruption investigation hearings
Hearing days	5
Witnesses attending	7
Attendance notices served	3 ¹

Notes:

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

Oversight of police-related deaths and significant events

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

Table 18: Summary of police-related deaths and significant events

Description	YTD 2024–25
Police-related deaths	8
Notifications of significant events QPS	54

Legal services

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

Description	YTD 2024–25 Number
Review applications filed	1
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings)	21
Police disciplinary matters finalised	6
Ongoing corrupt conduct proceedings	Nil
Ongoing disciplinary review matters	15
Appeals before the Appeal Tribunal	2

Table 20: Other legal proceedings

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

Notes:

1. Includes matters in which the CCC was involved in litigation over subpoenas/summonses (in District and Magistrates Courts), and other litigation. Where subpoenas were dealt with without attendant litigation, they have not been included in the calculations. This matter was finalised on 13 August 2024.

Police Service Reviews

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

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

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

Table 21: Police Service Review – Outcome of matters

Police Service Review matters	Review type - YTD 2024–25		
	Promotion	Transfer	Discipline
Matters lodged in 2024-25 ¹	13	0	3
Matters carried forward from 2023-24	3	0	0
Matters heard	3	0	0
Matters progressing to hearing	6	0	1
Matters pending (e.g. awaiting papers or hearing outcomes)	2	0	0
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	5	0	2

Notes:

1. 2 matters carried forward from 23-24 were heard or finalised in 24-25 reporting period.

Workforce composition

Table 22: Average Full-time Equivalents (FTE) in December 2024

Count of actual FTE	Employment type - YTD 2024–25				
	Permanent	Police	Temporary	Casual	Total
Crime	46.6	10.5	2.0	1.9	61.0
Corruption	80.0	13.0	3.0	-	96.0
Operations Support	29.0	44.5	-	-	73.5
Strategy and Renewal	23.5		8.5	-	32.0
Office of the Commission	5.0		1.0	-	6.0
Corporate Services	21.7		4.4	-	26.1
Information Services	23.7		2.6	-	26.3
Legal, Risk and Compliance	20.9		1.0	-	21.9
Total sum of staff FTE ^{1,2}	250.4	68.0	22.5	1.9	342.8

Notes:

1. Paid FTE data above is from the payroll periods during December 2024. The data has been sourced from the CCC internal HR Dashboard 31 December 2024 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 4 July 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 25 July 2024, I met with the Honourable Yvette D’Ath MP (Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence) via telephone to discuss matters of mutual interest.
- On 26 July 2024, I attended the Legal Affairs and Safety Committee’s Parliamentary Estimates Committee Hearing as a witness.
- On 29 July 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 6 August 2024, I met with Mr Steve Gollschewski APM (Queensland Police Commissioner) to discuss matters of mutual interest.
- On 8 August 2024, I and Ms Jen O’Farrell (Chief Executive Officer) met with Deputy Commissioner Cheryl Scanlon APM (Queensland Police Service) to discuss matters of mutual interest.
- On 8 August 2024, I and Ms Jen O’Farrell (Chief Executive Officer) met with Ms Jenny Lang (Deputy Commissioner, Public Sector Commission) and Mr Dean Corless (Executive Director, Public Sector Commission) to discuss the Complaints Clearinghouse Governance Project Overview report.
- On 15 August 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 27 August 2024, I chaired the Crime Reference Committee meeting.
- On 11 September 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 12 September 2024, I attended a Police Integrity Unit Working Group meeting as a member of the working group.
- On 26 September 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 1 October 2024, I met with Ms Kate Connors (Deputy Director-General, Department of Justice and Attorney-General) to discuss the Police Integrity Unit Working Group.
- On 11 October 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 15 October 2024, I and Ms Jen O’Farrell (Chief Executive Officer) met with Ms Rachel Vagg (Auditor-General) to discuss matters of mutual interest.
- On 28 October 2024, I chaired the Crime Reference Committee meeting.
- On 5 November 2024, I met with Mr Steve Gollschewski APM (Police Commissioner) to discuss matters of mutual interest.
- On 6 November 2024, I met with the Honourable Deborah Frecklington MP (Attorney-General and Minister for Justice and Minister for Integrity) following her recent appointment.
- On 7 November 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 18 November 2024, I met with Ms Kate Connors (Deputy Director-General, Department of Justice) to discuss the Police Integrity Unit Working Group.
- On 25 November 2024, I and Ms Jen O’Farrell (Chief Executive Officer) met with Deputy Commissioner Cheryl Scanlon APM (Queensland Police Service) and Assistant Commissioner Christopher Jory (Queensland Police Service) to discuss matters of mutual interest.
- On 26 November 2024, I chaired the Crime Reference Committee meeting.
- On 27 November 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 27 November 2024, I met with the Honourable Deborah Frecklington MP (Attorney-General and Minister for Justice and Minister for Integrity) to discuss matters of mutual interest.
- On 28-29 November 2024, I and Ms Jen O’Farrell (Chief Executive Officer) attended a national integrity Commissioners and CEOs meeting hosted by the WA Corruption and Crime Commission.
- On 12 December 2024, I attended a Controlled Operations Committee meeting as a member of the Committee.

Appendix B Media

Media releases

	The following public statements were issued during the reporting period (1 July to 31 December 2024).
31 July 2024	Anti-corruption chiefs announce fundamental principles.
20 September 2024	CCC's 2023-24 Annual Report tabled in Parliament.
22 October 2024	CCC review of police powers to search places for high-risk missing persons.

Media interviews

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

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

31 December 2024	As at 31 December 2024, the CCC had 1543 'X' (formerly known as <i>Twitter</i>) followers, 2778 Facebook followers, 150 YouTube subscribers and 2881 LinkedIn followers.
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Appendix C External presentations

Date	Presenter and title	Audience	Topic
July 2024			
9 July 2024	Cecelia Christensen, SEO Corruption.	Crown Law graduate training program.	<i>Identifying and assessing corrupt conduct.</i>
10 July 2024	Jen O'Farrell, Chief Executive Officer.	Department of Veterans' Affairs Forum.	<i>The importance of ethical leadership and integrity in supporting a culture of safety and ethical decision making - panel discussion.</i>
15-16 July 2024	Lauren Mateer, Director, Assessment.	Crown Law Regional Roadshow.	<i>What to expect when you report corruption.</i>
22-23 July 2024	Lauren Mateer, Director, Assessment.	Crown Law Regional Roadshow.	<i>What to expect when you report corruption.</i>
25 July 2024	Cameron Rentz, Executive Director, Crime Hearings and Legal.	Queensland Police Service – Central Region DI conference.	Queensland Police Service – Central Region DI conference.
30 July 2024	Katherine Fisher, Director Strategic Insights and Prevention and Shruti Thakkar, Director Data and Analytics.	Australian Public Sector Anti-Corruption Conference (APSACC).	<i>The increasing role for data science and data analytics in preventing and dealing with corruption.</i>
30 July 2024	Marilyn Lester, Principal Lawyer, Crime Hearings and Legal.	Queensland Police Service – Child Protection and Investigation Unit.	<i>Crime and Intelligence Hearings: Another investigative tool.</i>
30 July 2024	Shruti Thakkar, Director Data and Analytics and Katherine Fisher, Director Strategic Insights and Prevention.	The Australian Public Sector Anti-Corruption Conference (APSACC) 2024 – Conference attendees.	<i>The increasing role for data science and data analytics in preventing and dealing with corruption.</i>
31 July 2024	Jen O'Farrell Chief Executive Officer.	Australian Public Sector Anti-Corruption Conference.	<i>Meeting the integrity challenge: the power of innovation, diversity and collaboration - panel discussion.</i>
August 2024			
1 August 2024	Cameron Rentz, Executive Director, Crime Hearings and Legal.	Phase 3 detective training.	<i>Crime and Intelligence Hearings: Another investigative tool.</i>

Date	Presenter and title	Audience	Topic
8 August 2024	Craig Capper, Executive Director Corruption Legal.	Roundtable on Integrity and Opportunity in the Business of Sport, UN Global Compact Network Australia.	<i>Corruption risks in sport.</i>
8 August 2024	Katherine Fisher, Director Strategic Insights and Prevention.	Local Buy Procurement Conference.	<i>Corruption risks in Procurement.</i>
22 August 2024	Elizabeth Foulger, Executive Director Intake and Assessment Rhiannon Boden, Executive Director Corruption Prevention and Engagement Katherine Fisher, Director Strategic Insights and Prevention Lyndon Kappu, Principal Advisor Prevention.	Griffith University, Asia-Pacific Integrity School.	<i>Corruption Prevention Seminar.</i>

October 2024

3 October 2024	Cameron Rentz, Executive Director, Crime Hearings and Legal.	Phase 3 detective training.	<i>Crime and Intelligence Hearings: Another investigative tool.</i>
14 October 2024	Elizabeth Foulger, Executive Director Intake and Assessment.	Queensland Fire Department.	<i>Corrupt Conduct (delivered via Teams).</i>
18 October 2024	Elizabeth Foulger, Executive Director Intake and Assessment.	Queensland Health, Ethical Standards & Hospital & Health Services CCC Liaison Officers.	<i>Corrupt Conduct (delivered via Teams).</i>

November 2024

19 November 2024	Elizabeth Foulger, Executive Director Intake and Assessment.	Queensland Fire Department – Senior Managers.	<i>Corrupt Conduct (delivered in person in Brisbane and streamed to participants outside of Brisbane).</i>
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Date	Presenter and title	Audience	Topic
December 2024			
17 December 2024	Bruce Barbour, Chairperson.	Department of the Premier and Cabinet.	<i>Ministerial staff introduction to corruption risks.</i>



Crime and Corruption Commission

QUEENSLAND

Contact details

- ✉ Crime and Corruption Commission
GPO Box 3123, Brisbane QLD 4001

Level 2, North Tower Green Square
515 St Pauls Terrace,
Fortitude Valley QLD 4006
- ☎ 07 3360 6060 or
Toll-free 1800 061 611
(in Queensland outside Brisbane)
- 📄 07 3360 6333

More information

- 🌐 www.ccc.qld.gov.au
- @ mailbox@ccc.qld.gov.au
- 🐦 @CCC_QLD
- f CrimeandCorruptionCommission
- 🗉 CCC email updates
www.ccc.qld.gov.au/subscribe