



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 2025**



## 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 13 May 2025.

The report covers the period 1 January to 31 March 2025.

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

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

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Bruce Barbour  
Chairperson



Kathryn McMillan KC  
Deputy Chairperson



Peter Dowling AM  
Commissioner



Helen Darch OAM  
Commissioner



Simone Webbe  
Commissioner

## A message on behalf of the Commission

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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 2025 to 31 March 2025.

Operationally, during the reporting period the Crime Division progressed two major crime investigations, one involving the production and trafficking of dangerous drugs by a Brisbane-based criminal network and the other involving alleged money laundering by a professional facilitator. The CCC used its coercive hearings powers to progress four investigations referred by the Queensland Police Service (QPS), including one involving drug trafficking and money laundering by a Gold Coast-based syndicate, and another into weapons trafficking and money laundering in an around Brisbane.

In the financial year to date the CCC has obtained seven restraining orders to the value of \$5.248M and six forfeitures to the State valued at \$6.280M.

The CCC received 1,197 complaints, notifications and matters identified as failing within our jurisdiction during the reporting period. Of these, 113 were triaged as meeting the criteria of serious, systemic and/or of strategic importance. We assessed 1,436 matters during the reporting period, of which 4 were retained for CCC investigation, no matters were referred to a UPA subject to CCC monitoring, 54 matters were referred to the UPA subject to outcome advice, 894 were referred to the UPA with no further advice required, and 484 were assessed as requiring no further action.

During the reporting period, we finalised 10 corruption investigations, with 33 investigations still in progress as at 31 March 2025. Two investigations resulted in briefs of evidence being referred to the Office of the Director of Public Prosecutions for advice as to the suitability for criminal prosecution. One investigation was referred to the UPA subject to CCC monitoring. Seven investigations were finalised without substantiating any allegations of corrupt conduct.

The CCC's monitoring model provides structured engagement with UPAs during their investigation and enables the CCC to intervene if required to improve investigative quality and prevention outcomes. As at 31 March 2025 the CCC was monitoring 51 matters having referred one new matter, resulting from an existing investigation, and closed 17 matters during the reporting period.

Our work continues on the implementation of recommendations made by the Commission of Inquiry into the CCC. During the reporting period the implementation of four recommendations were completed. As at 31 March 2025, of the 32 recommendations made, the CCC has implemented 23 in full, and made significant progress on the remaining 7 which we have responsibility for.

On 28 March 2025 the CCC launched the Corruption Perceptions Survey to public sector employees to gain valuable insights into the current state of corruption and integrity in Queensland. The survey is scheduled to close on 9 May 2025. An independent research consultancy has been engaged to support the CCC with this research and will also conduct a survey of a representative sample of the public. The results of these surveys will be available in the second half of 2025.

***Matters arising from the public meeting of 12 February 2025.***

No matters requiring further reporting were raised at this meeting.

**Bruce Barbour**

**Chairperson**

## Year-to-date highlights

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21 crime investigations commenced

18 crime investigations finalised



3,960 complaints of suspected corruption received

4,337 complaints of suspected corruption assessed



6 recovery orders over assets totalling

\$6.280 M forfeited to the state



30 corruption investigations commenced

26 corruption investigations finalised



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



5 days of hearings relating to corruption  
investigations



94 days of hearings relating to crime  
investigations and intelligence matters



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



# Agency overview

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

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

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

## Investigative powers

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

## Investigative hearings

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

## Proceeds of crime

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

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

## Intelligence

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

## Research

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

## Prevention

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

# Key deliverables

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Performance outcomes from 1 January to 31 March 2025  
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.

### Illicit markets

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

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

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

### Referred major crime investigations

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

During the reporting period, the CCC finalised one QPS referred investigation and progressed three, including:

- an investigation into drug trafficking and money laundering by a syndicate on the Gold Coast with links to an Outlaw Motorcycle Gang (OMCG), and
- an investigation into weapons trafficking and money laundering in and around Brisbane by a syndicate understood to be involved in the manufacture and trafficking of improvised explosive devices.

### CCC major crime investigations

During the reporting period, the CCC 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 purpose of producing dangerous drugs, by a Brisbane based criminal network, and
- an investigation arising out of a previous CCC specific intelligence operation in relation to alleged money laundering involving a professional facilitator and involving the use of beneficial trusts to obscure alleged criminally derived assets.

## Intelligence operations

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

- an intelligence operation focused on targeting a professional money laundering syndicate (involved in using multiple shell companies, trade-based money laundering methods, the use of financial service providers and cryptocurrency) and identifying opportunities for law enforcement to disrupt those alleged activities, and
- an intelligence operation 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 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 2025, the CCC made 26 intelligence and information disclosures to law enforcement. A disclosure may contain one or more discrete information reports or intelligence products. *For more information on disclosures and request for information see Table 3 on page 21.*

## Proceeds of crime recovery

As at the end of the reporting period the CCC obtained seven restraining orders to the value of \$5.248 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 22.*

## 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 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
- an investigation into the suspected homicide of a 38-year-old woman at Cooktown on or about 6 February 2023
- an investigation into the suspected homicide of a 23-year-old woman at Caboolture on 22 December 2024
- an investigation into the homicide of a 53-year-old man in the Brisbane region on or about 5 January 2025
- an investigation into the suspected homicide of a 49-year-old woman in the Brisbane region on or about 21 February 2025, and
- an investigation into the suspected homicide of a 67-year-old man in the Mackay region on an unknown date between 5 and 9 November 2024.

## Crimes against children and vulnerable people

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

During the reporting period, the CCC finalised one investigation referred by the QPS and commenced another, through the examination of witnesses at a hearing, the former of which was specifically:

- 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/or strategic

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

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

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

Matters which meet these criteria are referred to a team to review and, where appropriate, conduct preliminary enquiries to better understand the alleged conduct and identify evidence that supports the conduct has or has not occurred. 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 January to 31 March 2025, the CCC received 1,197 complaints, notifications and matters identified as falling within our jurisdiction. Of these, 113 have been triaged as meeting the criteria of serious, systemic and/or of strategic importance. In the same period, 127 of the serious, systemic and/or strategic matters were assessed.

During the period a total of 1,436 matters were assessed. Of these, 4 were retained for CCC investigation, no matters were referred to the UPA – subject to CCC monitoring, 54 were referred to the UPA – subject to outcome advice, 894 were referred to the UPA – no further advice required, and 484 were assessed as requiring no further action.

## Corruption investigations

As at 31 March 2025, the CCC is progressing 33 investigations. During the reporting period, the CCC finalised 10 investigations. In summary:

- Two investigations resulted in briefs 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 was finalised in relation to misuse of authority and misuse of information and was referred to the UPA subject to CCC monitoring. This followed an extensive CCC investigation of several complaints in which further ancillary conduct was identified, which gave rise to potential disciplinary action and was considered appropriate for referral to the UPA to be dealt with from a discipline perspective.
- Seven investigations were finalised in relation to misuse of office/authority and misuse of information. The investigations did not substantiate any allegations of corrupt conduct.

## Corruption monitoring program

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

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

During the period 1 January to 31 March 2025, a total of one new matter was referred for monitoring, resulting from an existing investigation, and 17 matters were finalised. As at 31 March 2025, 51 matters were being monitored by the CCC.

## Objective: Safe and Capable

Key Deliverable:

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

## Workforce Strategy

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

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

Priority employee capability and wellbeing initiatives include:

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

Activities progressed or delivered during this reporting period include:

### *Leadership and Performance Management*

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

### *Nurturing a safe and healthy workplace*

In January we achieved “Skilled Workplace” recognition through the Mental Health First Aid (MHFA) Australia Workplace Recognition Program for our commitment to meaningful change through mental health first aid training. An annual calendar of MHFA events has been established across 2025. This calendar includes standard and refresher courses and additional topics including gambling and self-harm.

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 draft Diversity, Inclusion and Belonging (DIB) strategy and action plan has been circulated across our workforce for consultation. The final DIB document is pending any additional findings identified through the analysis and drafting of the Equity and Diversity Audit Report which is due to the Public Sector Commission in April. We are on track to deliver the audit report in April and publish the DIB prior to June.

### *Expanding early career pathways*

We continue to host rolling 6-month placements as part of the Department of Premier and Cabinet Policy Futures Program with the newest graduate commencing in February. Two legal interns undertook a 10-week placement as part of the CCC led 2024-25 summer internship program. These interns are invited to return for a 4-week placement in the winter break. The agency is seeking to support a placement from 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 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:** The project to deliver an investigation case management system for crime and corruption investigations has progressed in the procurement stage, with evaluations continuing in the period.
- **Legal Practice Management System:** The CCC has been working with an external vendor to procure a Legal Practice Management System. There have been difficulties in identifying a system which meets the CCC’s requirements in relation to functionality and security. As such, the CCC is reassessing whether it proceeds with the identified vendor.
- **Human Resource Information System:** The CCC is continuing negotiations with a vendor of a digital solution to improve workforce management by having a single source of truth for human resources related information.
- **Call Charge Record (CCR) Database Replacement:** The CCC is modernising its CCR database to maximise digital efficiency. Implementation is anticipated to be completed in the forward period.

## Advancing analytics

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

Activities progressed or delivered during this reporting period include:

- **Outcomes data Proof of Concept (PoC):** Progress is being made on developing a Proof of Concept to enable the exchange of Corruption Investigation Outcomes Data with the Department of Education. During the reporting period, key activities included creating and deploying the application to a dedicated Microsoft tenancy, testing it in a new environment, and providing internal stakeholders with access for review and feedback.
- **Analytics Data Warehouse (ADW):** Ongoing efforts are focused on enhancing the efficiency of COMPASS-related performance reporting directly from the ADW. Tier 1 corruption-related SDS measures have been completed, and Tier 2 measures are currently being built and are undergoing testing. In addition, work is continuing to ingest additional internal and external data assets in the ADW, such as the sourcing of Geoscape Geocoded National Address File (G-NAF) data to create a unified location dataset.
- **Data Literacy Uplift:** The CCC proactively drives data literacy across the organisation through a program of targeted and general sessions. These initiatives enhance the organisation's ability to effectively understand, analyse, and utilise data. A recent milestone was the delivery of a Power BI-focused session "Build your Own Power BI Report part 1" in February 2025, empowering participants with practical skills for advanced data visualisation and analysis.
- **Business intelligence dashboards:** Where possible, dashboards extract data from the CCC's ADW for use as input to several performance and tracking dashboards:
  - Intake and Assessment dashboard: A new report, incorporating changes based on the new complaints assessment model, has been delivered. This report provides oversight and also supports the initial delivery scope to achieve full automation and meet business requirements.
  - QPS Officer Risk dashboard (QORD): The new report, refreshing from the ADW, has been released in production and provides insight to the updated QORD report.
  - Ad-hoc Reporting: The Analytics team continues to support ad-hoc reporting requests using the ADW, other data extracts, or analytical tools.
- **Corruption Data and Insights plan:** Analytics resources are playing a critical role in expediting the delivery of the plan. Valuable feedback has been provided on the delivery plan, and work is being undertaken to understand requirements for the quarterly insights report.
- **Integrated Business Planning Prioritisation Tool:** Collaboration with subject matter experts and the Strategic Assessment Prioritisation Team (SAPT) is ongoing to develop a tool that prioritises initiatives for the upcoming financial year, ensuring alignment with the CCC's organisational goals.
- **Corruption Allegations Data Dashboard:** The CADD data up to June 30, 2024, was published on the CCC website in December 2024. Following the evaluation of the new Complaints Assessment Model and its substantial impact on this report, the reports have been updated with a note informing stakeholders about the ongoing work.



## 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:

- The Corruption Data and Insights Plan was finalised and includes a roadmap outlining initiatives to be delivered over the next three years. The plan reflects a planned and gradual approach to maturing how we use our data including rebuilding internal dashboards to support and streamline reporting and insights.
- Work continued delivering and trialling improvements to assessment and feasibility processes as part of the first version of a new Corruption operating model and Corruption Position Statement. The final position statement and operating model is expected to be completed by 30 June 2025.
- 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 risks and development of targeted prevention strategies across the Queensland public sector.

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

- On 25 March 2025, the first *Corruption in Focus* quarterly newsletter for 2025 was issued to 530 Liaison Officers and public officials.
- Participated in a Corruption Prevention Network Queensland (CPNQ) panel discussion on "how to achieve best practice in conducting internal reviews of investigations", alongside officers from the Queensland Ombudsman, Public Sector Commission and Gagens Law Firm. Attendees included integrity professionals from across Queensland's public sector, including the public service, statutory authorities, GOCs and local government.
- Developed and provided an easy-to-read poster and fact sheet on reporting corruption or police misconduct and about the CCC to the Law Enforcement Conduct Commission (LECC, NSW). The LECC requested the information about the CCC to display at their stand at an engagement opportunity in a remote NSW/QLD border town (Mungindi).
- Participated in the quarterly National Intelligence Network meeting with representatives from other integrity agencies across Australia to discuss current strategic intelligence priorities and opportunities.

### Corruption Perceptions Survey 2025

On 28 March 2025, the CCC launched its survey of community members and the public sector about corruption and integrity in Queensland.

The Corruption Perceptions Survey 2025 will ask employees of public service departments, hospital and health services (HHS), and local governments for their views on corruption risks, attitudes towards reporting corruption, and integrity. Participation in the survey is voluntary and anonymous, and all responses will be private and confidential.

The CCC has written to all Directors-General, CEOs of local governments and HHSs, and the Commissioner of Police, seeking their support in distributing the survey. Key findings from the survey will be published on the CCC's website in mid-2025.

## Objective: Continuous improvement

### Key Deliverable:

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

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

The CCC has provided 27 progress reports to the Minister, the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner. As at 31 March 2025, the CCC has implemented 23 recommendations in full and made significant progress on 7 recommendations (2 recommendations relate to future reporting or are not the responsibility of the CCC). The CCC has also published nine progress reports on its website (<https://www.ccc.qld.gov.au/publications>).

### Use of seconded police officers and police powers and improved flexibility of police secondment arrangements

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. This ratio will achieve a predominance of civilian investigators but will also provide for effective and efficient investigations. The transition to the future state model is expected to be completed by June 2026.

In December 2024 and January 2025, the CCC and QPS respectively, endorsed a new QPS-CCC Memorandum of Understanding and Secondment Policy. These documents govern improvements to the recruitment and retention of suitably qualified police officers to the CCC, with greater flexibility and accountability.

Following the endorsement of the new QPS-CCC Memorandum of Understanding and QPS-CCC Secondment Policy, the Concept of Operations was published. It articulates the joint review criteria to be used to undertake the review of the Crime and Corruption Commission Police Group at least once every two years.

### Corruption investigator induction and training

Enhancements made to onboarding practices continue to be monitored with relevant leaders and analysis of onboarding survey data. The current focus is on providing early access to a set of work instructions to facilitate rapid and consistent adoption of CCC ways of working to deliver quality and timely investigations.

### Corruption Investigator Capability Framework

A Corruption Investigator Capability Framework (CICF) 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.

CICF forms a base for consistency and interconnectedness between multipole elements of people focused workforce practices including job design, role descriptions, performance management, professional development and capability uplift.

At the national level, the CCC continues to participate in a cross-jurisdictional corruption capability community of practice. The National Anti-Corruption Commission (NACC) has initiated the design and development of a National Anti-Corruption Integrity Investigator Course with the CCC actively contributing to content and design scoping.

# Key statistics 2024–25

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Key statistics for the 2024–25 financial year  
are detailed in the following pages<sup>3</sup>.

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<sup>3</sup> All financial year 24–25 data is for the period 1 July 2024 to 31 March 2025.  
Public Report to the Parliamentary Crime and Corruption Committee

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

As part of the Queensland Government's budget process, the CCC reports its non-financial performance in the Department of Justice and Attorney-General Service Delivery Statement<sup>4</sup>.

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 report<sup>5</sup>.

<sup>4</sup> [https://budget.qld.gov.au/files/Budget\\_2024-25\\_SDS\\_Department\\_of\\_Justice\\_and\\_Attorney-General.pdf](https://budget.qld.gov.au/files/Budget_2024-25_SDS_Department_of_Justice_and_Attorney-General.pdf)

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

## Other CCC operational performance measures

### CCC crime investigations

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

Description	YTD 2024-25
Total number of investigations commenced	21
Total number of investigations finalised	18
- People charged <sup>2</sup>	9
- Charges laid	47

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 2024–25
CCC Investigations	16
Intelligence Operations	29
Referred Investigations	50
Strategic & Other <sup>2</sup>	37
Proceeds Matter	7
Total	139

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	89	5
Witnesses attending	88	5
Attendance notices served <sup>1</sup>	111	5

Notes:

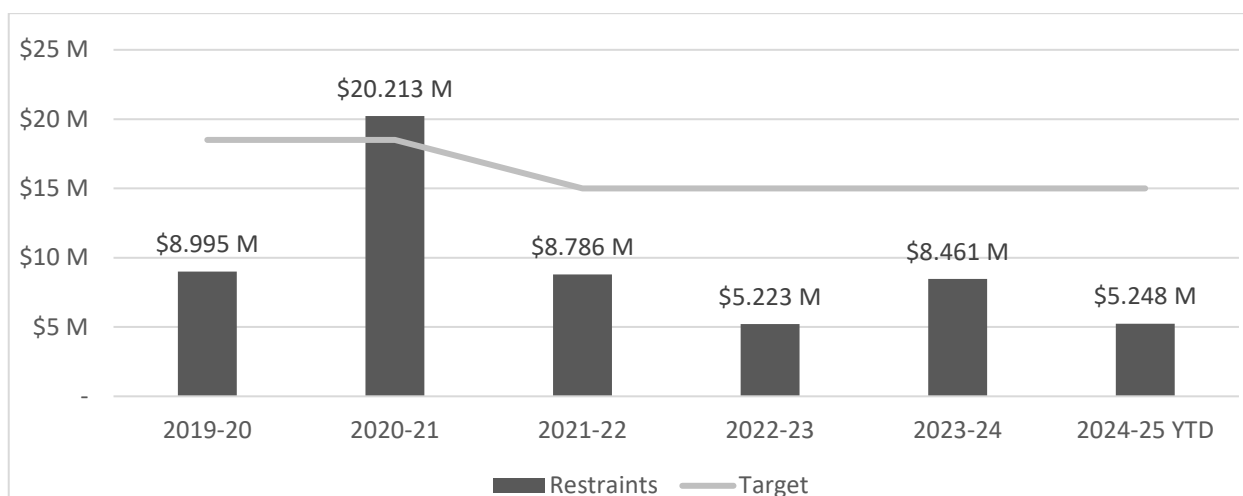
1. The difference between the number of attendance notices served (which includes both s82 and s83 notices) and the number of witnesses attending is due to a combination of reasons. These include that more than one attendance notice may be served to a witness attending one crime hearing, timing difference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

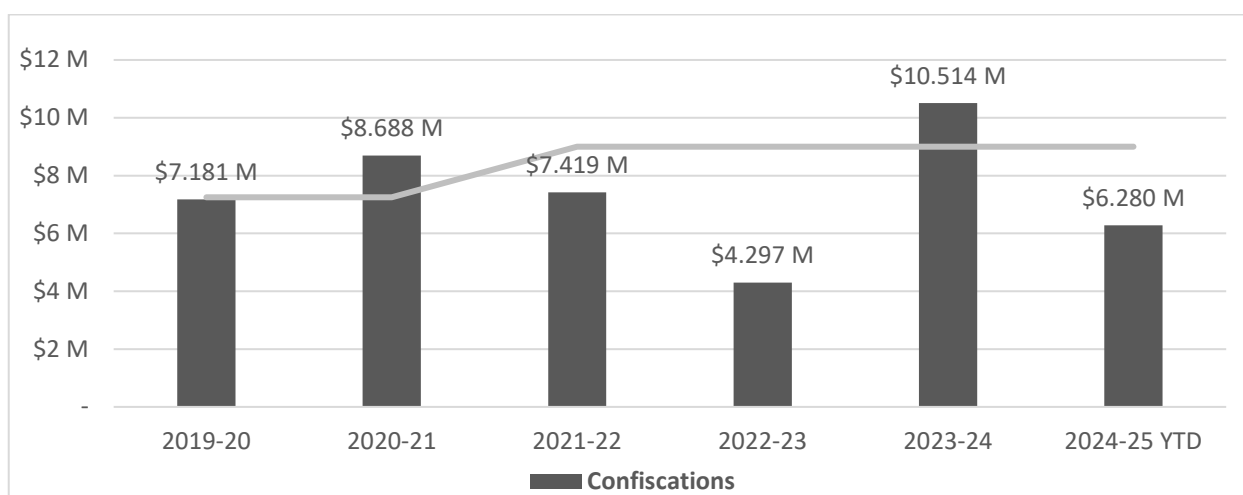
**Table 5: Proceeds of crime outcomes**

Description	Number	YTD 2024–25
Restraining orders obtained	7	\$5.248 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	19	\$31.296 M
Matters pending restraint	22	\$21.862 M

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

Description	YTD 2024–25
Restraints	\$331.009 M
Forfeitures	\$159.372 M

## Complaints

**Table 8: Complaints received and assessed**

Description	YTD 2024–25
Total complaints received <sup>1</sup>	3,960
% increase or decrease when compared to 2023–24	▲ 10 %
Percentage of complaints assessed within 30 days (target: 85%) <sup>2</sup>	54 %
% increase or decrease when compared to 2023–24	▲ 8%
% allegations relating to the QPS	55 %
% allegations relating to other units of public administration (excluding QPS)	45 %
Total complaints assessed	4,337
% increase or decrease when compared to 2023–24	▲ 27 %

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 10% 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 2024-25 by 49% from 499 to 255 (as at 31 March 2025). Most significantly, matters categorised as not serious, systemic or of strategic importance have seen a 58% reduction in matters from 361 matters under assessment to 152 matters as at 31 March 2025.

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

Description	YTD 2024–25
Complaints received	2,102
% increase or decrease when compared to 2023–24 <sup>1</sup>	▲ 2 %
Allegations received for Queensland Police Service <sup>2</sup>	4,199

Notes:

1. Complaints by Aboriginal and Torres Strait Islander people comprised 9% of the total complaints made against QPS officers (sworn officers and civilian staff), which is a 2% 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.

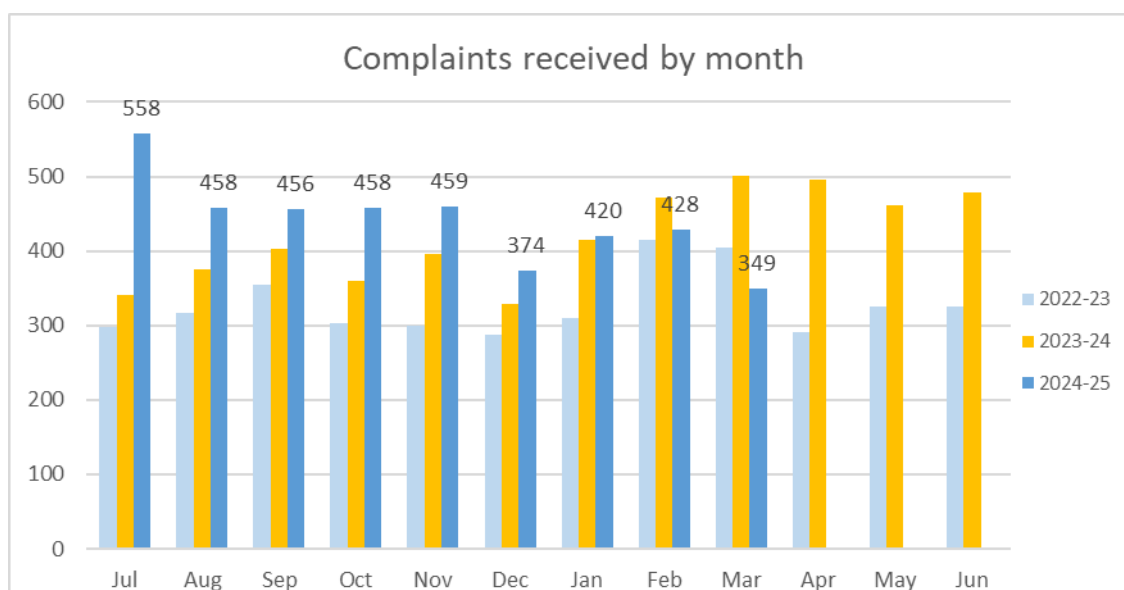
**Table 10: Complaints received – other units of public administration (excluding QPS)**

Description	YTD 2024-25
Complaints received for public sector <sup>1</sup> (Including government owned corporations and Members of Parliament)	1,566
% increase or decrease when compared to 2023–24	▲ 24 %
Complaints received for local government sector <sup>3</sup>	292
% increase or decrease when compared to 2023–24	▲ 7 %
Allegations received for public sector <sup>2</sup> (Including government owned corporations and Members of Parliament)	2,902
Allegations received for local government sector	521

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 2024–25<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 2024–25
Retained for CCC investigation	29
Referred to the appropriate agency, subject to the CCC's monitoring role	27
Referred to the appropriate agency, outcome advice required by the CCC	212
Referred to the appropriate agency, with no further advice required by the CCC	2,647
Requiring no further action	1,422
Total complaints assessed	4,337

## CCC corruption investigations

**Table 12: Summary – CCC corruption investigations**

Description	YTD 2024–25
Total number of investigations commenced <sup>1</sup>	30
Total number of Investigations finalised	26
- People charged	1
- Charges laid	1
Recommendations for disciplinary action	1
- No. of people	1
Prevention recommendations	14

Note:

1. The total number of investigations commenced in the reporting period (1 July – 31 March 2025) may differ to the total number of complaints assessed as retained for investigation (refer Table 11) due to the CCC assuming responsibility for complaints originally referred to UPAs to be dealt with.

**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	26
Number of investigations finalised	25
People charged	1
Charges laid	1
Recommendations for disciplinary action	1
No. of people	1
Prevention recommendations	14

**Table 15: Duration of current CCC corruption investigations**

Description	YTD 2024–25 #	YTD 2024–25 %
< 6 months	12	36 %
6–12 months	17	52 %
> 12 months	4	12 %
Total of investigations	33	100 %

## Monitoring allegations of corruption referred to other agencies

**Table 16: Reviews of referred matters**

Description	YTD 2024–25
Median days <sup>1</sup> to complete a monitored investigation final report review	57 days <sup>2</sup>
Final reviews	62
Public sector reviews (including local Government)	32
QPS reviews	30
Median days to complete a monitored investigation Interim report review	7 days
Interim reviews	40
Public sector reviews (including local Government)	27
QPS reviews	13
Reviewable decisions <sup>3</sup>	88

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 <sup>1</sup>

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	12
Notifications of significant events QPS	96

## Legal services

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

Description	YTD 2024–25 Number
Review applications filed <sup>1</sup>	3
Police disciplinary applications before QCAT (reviews and corrupt conduct proceedings) <sup>2</sup>	21
Police disciplinary matters finalised	9
Ongoing corrupt conduct proceedings	Nil
Ongoing disciplinary review matters	12
Appeals before the Appeal Tribunal	3

Notes:

1. During the reporting period, the CCC elected to join two reviews brought by applicant police officers.
2. The previous report erroneously included two Appeal Tribunal matters within this figure. Two new matters have arisen during the reporting period reflecting no change in the total applications before QCAT.

**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 <sup>1</sup>	2

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. One matter was finalised on 13 August 2024 and, one matter is ongoing.

## 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 <sup>1</sup>	15	0	3
Matters carried forward from 2023-24	3	0	0
Matters heard	11	0	1
Matters progressing to hearing	1	0	0
Matters pending (e.g. awaiting papers or hearing outcomes)	7	0	1
Matters withdrawn or lapsed, or not within jurisdiction (prior to hearing)	7	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 March 2025**

Count of actual FTE	Employment type - YTD 2024–25				
	Permanent	Police	Temporary	Casual	Total
Crime	49.50	9	2	1.52	62.02
Corruption	79.06	11	3	0	93.06
Operations Support	27.20	45	0	1.61	73.81
Strategy and Renewal	16.00	0	14	0	30
Office of the Commission	6.40	0	1	0	7.4
Corporate Services	23.60	0	3	0	26.6
Information Services	26	0	2.6	0	28.6
Legal, Risk and Compliance	19	0	0	0	19
Total sum of staff FTE <sup>1,2</sup>	246.76	65	25.6	3.13	340.49

Notes:

1. Paid FTE data above is from the payroll periods **during March 2025**. The data has been sourced from the CCC internal HR Dashboard **02 April 2025** and includes staff who are on paid long-term leave, such as parental leave, long service leave or sick leave and excludes recruitment agency temps/contractors.
2. Reported data includes commission officers on secondment to the CCC and who continue to be paid by their home agency, such as QPS.

## Appendix A Liaison meetings of the Chairperson

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- On 16 January 2025, I attended a Controlled Operations Committee meeting as a member of the Committee.
- On 22 January 2025, I met with The Honourable Deb Frecklington MP (Attorney-General and Minister for Justice and Minister for Integrity) to discuss matters of mutual interest.
- On 29 January 2025, I chaired the Crime Reference Committee meeting.
- On 5 February 2025, I, Ms Jen O’Farrell (Chief Executive Officer) and Mr Craig Capper (Acting Senior Executive Officer, Corruption) met with Mr Michael Woodford (Parole Board President) to discuss matters of mutual interest.
- On 13 February 2025, I, Ms Jennifer Crowther (Director, Corporate Legal) and Ms Brigitte Landers (Acting Principal Lawyer) met with The Honourable Deb Frecklington MP (Attorney-General and Minister for Justice and Minister for Integrity), Ms Kate Connors (Deputy Director-General), Ms Leanne Robertson (Assistant Director-General) and Mr Jake Durrington (Senior Policy Advisor) to discuss the CCC reporting Bill.
- On 20 February 2025, I attended an out of session Controlled Operations Committee meeting as a member of the Committee.
- On 25 February 2024, I chaired the Crime Reference Committee meeting.
- On 4 March 2025, I and Ms Sharon Loder (Senior Executive Officer, Crime) met with Ms Erin Dale (Interim Illicit Tobacco and E-Cigarette Commissioner) to discuss matters of mutual interest.
- On 17 March 2025, I, Ms Jen O’Farrell (Chief Executive Officer), Mr Craig Capper (Senior Executive Officer, Corruption) and Ms Elizabeth Foulger (Executive Director, Intake and Assessment) met with Deputy Commissioner Cheryl Scanlon APM (Queensland Police Service), Assistant Commissioner Christopher Jory (Queensland Police Service), and representatives from KordaMentha to discuss matters of mutual interest.

## Appendix B      Media

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### Media releases

	The following public statement was issued during the reporting period (1 January to 31 March 2025)
28 March 2025	CCC calls for public sector to participate in integrity survey

### Media interviews

3 February 2025 24 February 2025	<ul style="list-style-type: none"><li>• The SEO (Crime) provided a background briefing on proceeds of crime legislation to Liam Walsh of ABC News</li><li>• The SEO (Crime) provided a background briefing on proceeds of crime legislation to Stephen Drill of NewsCorp</li></ul>
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### Media conferences

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

31 March 2025	As at 31 March 2025, the CCC had 1528 'X' (formerly known as Twitter) followers, 2784 Facebook followers, 164 YouTube subscribers and 3009 LinkedIn followers.
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## Appendix C External presentations

Date	Presenter and title	Audience	Topic
<b>January 2025</b>			
16 January 2025	Craig Capper, Senior Executive Officer (Corruption)	Members of the Corruption Prevention Network Queensland (CPNQ) who include people working in integrity related roles across Queensland public sector, including state departments, local government, statutory authorities, and Government Owned Corporations	<i>Participation in a panel discussion about ‘how to achieve best practice in conducting internal reviews of investigations’.</i>
<b>February 2025</b>			
6 February 2025	D/A/Senior Sgt Wendy Scorey	<b>QPS Phase 3 Detective Training</b>	<i>CCC Corruption Investigations and the QPS</i>
6 February 2025	Anagha Joshi Director, Proceeds of Crime	Queensland Police Service – QPS Academy trainee detectives	<i>QPS Detective Training Phase 3: Recovering the Proceeds of Crime</i>
6 February 2025	Susan Miles Senior Lawyer, Crime Hearings and Legal  Jean Collings A/Senior Lawyer, Crime Hearings and Legal	Queensland Police Service – QPS Academy trainee detectives	<i>QPS Detective Training Phase 3: Crime and Intelligence Hearings – Another investigative tool</i>
7 February 2025	Acting Senior Sergeant	Detective Training Unit Qld Police Academy, Oxley	<i>The role and function of the Witness Protection Unit and how the CCC can assist investigators to protect witnesses.</i>
17 February 2025	Sharon Loder Senior Executive Officer, Crime  Todd Prickett Director, Crime Strategy  Alasdair Watson Digital Assets Specialist (Investigations & Capability), Crime Strategy	Queensland Police Service – QPS Crime and Intelligence Command & QPS Counter Terrorism Command	<i>Digital Assets Capability</i>
17 February 2025	Jen O’Farrell CEO	New Members of the Qld Legislative Assembly – Induction Program	<i>Role and functions of the CCC</i>
26 February 2025	Elizabeth Foulger Executive Director Intake and Assessment	Workshop on Human Resources and Industrial Relations, facilitated by the LGAQ and attended by officers from a range of Qld councils	<i>Understanding corrupt conduct reporting obligations, and dealing with matters referred back to councils by the CCC</i>
<b>March 2025</b>			
18 March 2025	Anagha Joshi Director, Proceeds of Crime	Queensland Police Service – QPS Artemis	<i>Recovering the Proceeds of Crime</i>
26 March 2025	Jen O’Farrell CEO	QLD Public Sector Women in Leadership Summit	<i>Integrity and trust building through complex challenges</i>



## Crime and Corruption Commission

QUEENSLAND

### Contact details

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Level 2, North Tower Green Square  
515 St Pauls Terrace,  
Fortitude Valley QLD 4006
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### More information

- 🌐 [www.ccc.qld.gov.au](http://www.ccc.qld.gov.au)
- @ [mailbox@ccc.qld.gov.au](mailto:mailbox@ccc.qld.gov.au)
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