Crime and Corruption Commission

ANNUAL REPORT 2025–26

An independent agency combating major crime and reducing corruption for the benefit of the Queensland community.

Crime and Corruption Commission
QUEENSLAND

About this report

This annual report assesses our agency's performance against our strategic objectives, including performance indicators aligning with our *Strategic Plan 2023–27 (Updated 2025)*,[1] *Operational Plan 2025–26*, and Service Delivery Statement 2025–26.[2]

This report includes both qualitative and quantitative performance information demonstrating our commitment to combating major crime and reducing corruption for the benefit of the Queensland community.

In accordance with the *Human Rights Act 2019*, the CCC has given proper consideration to human rights in the drafting of the 2025–26 Annual Report, including identifying human rights that may be affected.

The CCC considers that the decision to publish the information within the Annual Report is compatible with human rights pursuant to the *Human Rights Act 2019*.

As part of our commitment to transparent and accountable reporting, we have endeavoured to strike a balance between informing the public and protecting confidential information that could compromise a person or an ongoing investigation.
For this reason, it is not possible to include detailed reports on our witness protection program.

This annual report is available on our website at: www.ccc.qld.gov.au or in hard copy upon request.
Our website also hosts detailed information about our agency, including our *Strategic Plan 2023–27 (Updated 2025)*, publications, media releases and information about government bodies relevant to us.

Additional information on consultancies, overseas travel, and interpreter services (in accordance with the Queensland Language Services Policy) is published online through the Queensland Government Open Data portal.[3]

Acknowledgement of Country

We acknowledge the Aboriginal and Torres Strait Islander peoples of the lands on which we operate and recognise their culture, history, diversity and their deep connection to the land, waters and seas of Queensland and the Torres Strait. We recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders.

Interpreter service

The Crime and Corruption Commission is committed to providing accessible information and services to Queenslanders from all cultural and linguistic backgrounds. If you have difficulty in understanding this annual report, you can contact us on either 07 3360 6060 or toll-free 1800 061 611 and we will arrange for an interpreter to effectively communicate the report to you.

More information

Contact the Crime and Corruption Commission:

Mail: GPO Box 3123, Brisbane Qld 4001
Phone: 07 3360 6060 or (toll-free outside Brisbane: 1800 061 611)
Email: mailbox@ccc.qld.gov.au

Feedback

We welcome your comments on this report. See the above contact information or back cover for contact details on where to address your feedback.

Disclaimer of Liability

While every effort is made to ensure that accurate information is disseminated through this medium, the Crime and Corruption Commission (CCC) makes no representation about the content and suitability of this information for any purpose. The information provided is only intended to increase awareness and provide general information on the topic. It does not constitute legal advice. The CCC does not accept responsibility for any actions undertaken based on the information contained herein.

ISSN: 2205-5991 (Online)

Note: This publication is accessible through the CCC website: www.ccc.qld.gov.au

1 www.ccc.qld.gov.au/publications/ccc-strategic-plan
2 www.treasury.qld.gov.au/files/budget-2025-26-SDS-dept-justice.pdf
3 www.data.qld.gov.au
4 www.creativecommons.org/licenses/by/4.0

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Letter of compliance

31 August 2026

The Honourable Deb Frecklington MP
Attorney-General and Minister for Justice and Minister for Integrity
1 William Street Brisbane Qld 4000

Dear Attorney-General,

I am pleased to submit for presentation to the Parliament the Annual Report 2025–2026 and financial statements for the Crime and Corruption Commission for the reporting period 1 July 2025 to 30 June 2026.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 117 of this annual report.

Yours sincerely

Bruce Barbour
Chairperson

Crime and Corruption Commission

About us

Message from the Chairperson

The financial year 2025–26 presented the CCC with several significant opportunities for review and reflection. In October, we reported on our achievements and challenges over the last five years in our submission to the PCCC's five-yearly review, and in December we finished implementing the recommendations of the Commission of Inquiry into the Crime and Corruption Commission. This body of work has contributed to the strong position we find ourselves in as we conclude the third year of our *Strategic Plan 2023–27.*

As you read through this year's report you will see that our diverse functions are strongly held together by a common purpose – our commitment to safety and security, and to lessening the potential for malicious actors to exploit vulnerabilities.

Our crime and corruption functions place a high priority on identifying systemic problems and emergent threats. Rigorous analysis, research and evidence-based recommendations for legislative reform are key tools we use to close loopholes and shut down any identified potential to do harm. Predicting the capabilities law enforcement and anti-corruption agencies will need over the next ten years, building our own future-focused expertise, and leveraging partnerships is pivotal to our outlook and our impact.

Over the last several years our Crime Division has maintained its consistent focus on the issue of criminal economies and wealth, money laundering, and related markets for illicit commodities and services. The work it has done in 2025–26 in this area has encompassed a major crime investigation,[5] 35 days of hearings to support or advance either our own or Queensland Police Service (QPS) investigations, intelligence operations, 241 disseminations and disclosures. Our Crime business strategy of taking long-term approaches to contemporary and future problems is exemplified by our collaboration in a broad-based national forum to coordinate enforcement and policy responses to the health, social and crime problems arising from the illicit tobacco market.[6]

Similarly, that longer-term focus is reflected in our Corruption Division's work with public sector agencies as Queensland prepares for the *2032 Olympic and Paralympic Games.* In that context, our corruption priorities align with what we expect to be areas of concern to the community over the next few years – probity in procurement, particularly related to major infrastructure and development, corruption in regulation and licensing, appointments to significant public sector positions, and the conduct of elected officials. Our investigation into the conduct of the former Mayor of Townsville,[7] was significant for its recommendations to tighten legislation so that voters could not be misled by false claims from election candidates. Corruption Investigation Barzona,[8] conducted jointly with the Queensland Health Ombudsman, resulted in criminal charges because of alleged secret payments related to the choice and use of medical devices in public hospitals.

Investigations such as Barzona reflect how, in creating our *2023–27 strategic plan,* we wanted to explicitly recognise the importance of, and value we place on, partnerships in achieving the best outcomes for the community. This year such an approach continued to achieve results.

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5 Read more about the CCC led major crime investigation that was finalised in 2025–26 on page 30 of this report.

6 Read more about the illicit tobacco market on pages 31 and 33 of this report.

7 Read more about *Investigation Murray* a CCC corruption investigation into allegations of corrupt conduct by the former Mayor of Townsville, Mr Troy Thompson on page 39 of this report.

8 Learn more about *Investigation Barzona*, a CCC corruption investigation conducted in cooperation with the Queensland Office of the Health Ombudsman on the CCC website at: www.ccc.qld.gov.au/news/investigation-barzona-criminal-charges-laid.

In 2025–26 our Proceeds of Crime team assisted the National Fraud Fusion Taskforce's investigation of a crime syndicate that allegedly defrauded millions of dollars from the National Disability Insurance Scheme (NDIS),[9] and our longstanding relationship with the Queensland Police Service continued to advance investigations in relation to serious criminal offences that included homicides, crimes against children, and drugs and weapons trafficking.

Given the complexity, diversity and enormous capability variations in Queensland's public sector agencies, the Corruption Division continued to leverage agencies' expertise and knowledge to build corruption risk-awareness and resistance. In 2025–26 early engagement with integrity practitioners within departments, councils and hospital and health services enabled us to provide prevention recommendations that were realistic, customised to their needs and, above all, achievable. The 38 corruption prevention recommendations we made this year covered a range of topics and agencies. By monitoring their progress and identifying obstacles to implementation, we worked right across the state to understand and help create a stronger public sector in service of the Queensland community.

A critical factor in working successfully with agencies is our commitment to improving our own internal and outward-facing processes for better service delivery. Our management of complaints, an essential but necessarily complex service, continues to be a work in progress. We have seen the number of complaints steadily increasing over the last few years, and early figures for 2026–27 are already indicating that this trend will continue. In 2025–26, we assessed 75 per cent of complaints within our target of 45 days, [10] and we continue to invest considerable effort into improving our assessment service delivery, capabilities, and ways of working. It was pleasing to see that the PCCC's five-year review acknowledged the balance we are achieving between our complaints management obligations and those of providing education and guidance to the public sector.

While this has been a year of consolidation for the CCC, with a focus on maturing our systems and practices, we have certainly identified areas for improvement.

One of these is that we want to make information about the work we do more accessible to the community in order to maintain their trust. This includes providing more information about our complaints processes, and about the purpose, outcomes and significance of our investigations.

To make these aspects of our Corruption function more transparent, in 2026–27 we will continue to publish public reports arising from our investigations, when it is appropriate and lawful to do so, and we will be making more complaints data publicly available on our website through a new Corruption Insights Database.

As we enter the final year of our four-year strategy, I am confident that we will continue to build on what we achieved in 2025–26 to deliver important results for the Queensland community.

In closing, I would like to acknowledge and thank all staff for their continuing commitment, professionalism and dedication to the work of the CCC.

Bruce Barbour
Chairperson

9 Read more about *Operation Benz*, a joint investigation into a National Disability Insurance Scheme (NDIS) fraud syndicate on the CCC website at: www.ccc.qld.gov.au/news/Operation-Benz.
10 See more information about our assessment of corruption complaints on page 37 of this report.

Message from the Chief Executive Officer

In delivering on our *Strategic Plan 2023–27 (Updated 2025),* this financial year we continued our digital transformation with a strong focus on risk management, and strategic investments in workplace welfare and capabilities.

The Crime and Corruption Commission is an organisation that, by its nature, is accustomed to dealing with complex problems that can only be solved with high levels of specialist expertise; skill in identifying, calculating and managing risk; and the courage to make hard decisions. I believe that the business operations we have carried out in 2025–26 fully reflect those qualities.

Our Crime and Corruption functions are focused on security[11], threat identification and assessment, and risk mitigation in relation to the public sector and the community. Like them, the CCC's internal business operations are characterised by an awareness of the increasing prevalence of threats to the information we hold and with which we have been entrusted by the community and by our law enforcement partners, and of the psychological and physical risks to our staff, complainants, witnesses and other parties created by the environment in which we operate.

Our largest project for 2025–26 at a cost of nearly $5 million was our investment in a datacentre and network refresh[12]. This addressed a significant risk posed by end-of-life infrastructure, and we also implemented important network improvements. A major undertaking on its own, the establishment of the datacentre was interrelated with our forensic computing capabilities, and a new electronic evidence review platform that, when completed, will be used for the benefit of all our crime and corruption investigators.

A principal focus for the CCC this year, as for most organisations across corporate Australia, was cybersecurity. In the context of the risk of increasing data loss and the prevalence of online threats, no public sector agency will remain immune for long.

The CCC's position is that we will not be complacent about our data security systems. We aim to meet increasingly stringent standards, and we have committed to ensuring that we are improving our maturity each year in relation to those standards.

In 2025–26 we continued work on our investigation case management system for corruption investigations and crime investigations, including proceeds of crime. It is a major project designed to empower our investigators, create monitoring and reporting efficiencies, and support more timely management of these critical functions.

As documented in this year's report, other technology projects were focused on streamlining work practices, enhancing operational efficiency, strengthening data management, and improving the quality and accessibility of information.

By leveraging technology and data more effectively, we are enabling evidence-informed decision-making, supporting better service delivery, and building the capability to respond to evolving organisational and community needs.

11 Read more about how we are strengthening our digital capability on page 61 of this report.
12 Read more about how we are securing and managing our information on pages 76–77 of this report.

One thing that has been critical to our performance as an effective organisation this year has been building recognition among our staff of the importance of these projects and why we do them. Despite the lack of obvious day-to-day visibility of our cybersecurity projects, the work we do in this area is increasingly being recognised by staff as strategic, essential to business continuity and central to their own professional effectiveness. To be **trusted by the public** and our professional partners, we make sure that we **invest in our infrastructure** and in our security.

As part of our vigilance against vulnerabilities, we significantly updated our **risk management framework**[13] and its supporting policy and procedure, and we refreshed our risk appetite statement. In line with our commitment to raising staff risk-awareness, our Risk and Compliance team initiated a new series of internal communications about everyday situations that, while common, can have unintended consequences. All these activities form part of a **structured risk management uplift program** that will continue into 2026–27.

In any discussion of risk at the CCC, the **safety and well-being of our people**[14] is always at the forefront of our thinking. This year's report sets out in detail the commitments we have made to psychological safety, staff development, inclusivity and diversity as critical to a positive workplace culture.

Two particularly significant activities this year in terms of the future of the organisation were the continuing development of **specialist capabilities** to benefit our crime and corruption staff and, more broadly, our work in **assessing staff responses to their working experiences** at the CCC.

The importance of specialist capability speaks for itself. Our current focus is on financial investigators, intelligence officers, and corruption investigators, the latter as part of a cross-jurisdictional community of practice. Importantly, a key capability activity is the work being done by our Digital Asset Specialist to **develop customised training** that will strongly position both our own agency and our law enforcement partners in this rapidly evolving space.

Equally important however, is ensuring that staff who come to the CCC are offered a fulfilling professional experience. This becomes more pressing each year in view of **competitive labour markets**, recognised challenges in attraction and retention of highly sought-after staff, and decreasing commitment to employers and traditional workplaces. That is why in 2025–26 we continued to place such emphasis on **listening to new staff** about their initial onboarding experiences, while offering a wide range of **professional development opportunities** to staff at all levels and length of service at the CCC.

The work we have undertaken this year demonstrates our commitment to security, safety and capability for the benefit of the public, that we will continue to build on in 2026–27.

Jen O'Farrell
Chief Executive Officer

13 Read more about how we manage risk on page 73 of this report.
14 Read more about our commitment to the safety and well-being of our employees on page 47 of the report.

Who we are

The Crime and Corruption Commission (CCC) is an independent agency established to combat major crime and to reduce corruption in our public institutions in Queensland. The CCC is also responsible for Queensland's witness protection program, the only state in Australia to run the program outside of the State and Territories' police services.

The CCC receives its funding from the Queensland Government and reports on its performance to the Parliamentary Crime and Corruption Committee (PCCC) and Department of Justice (DoJ).

Our work includes:

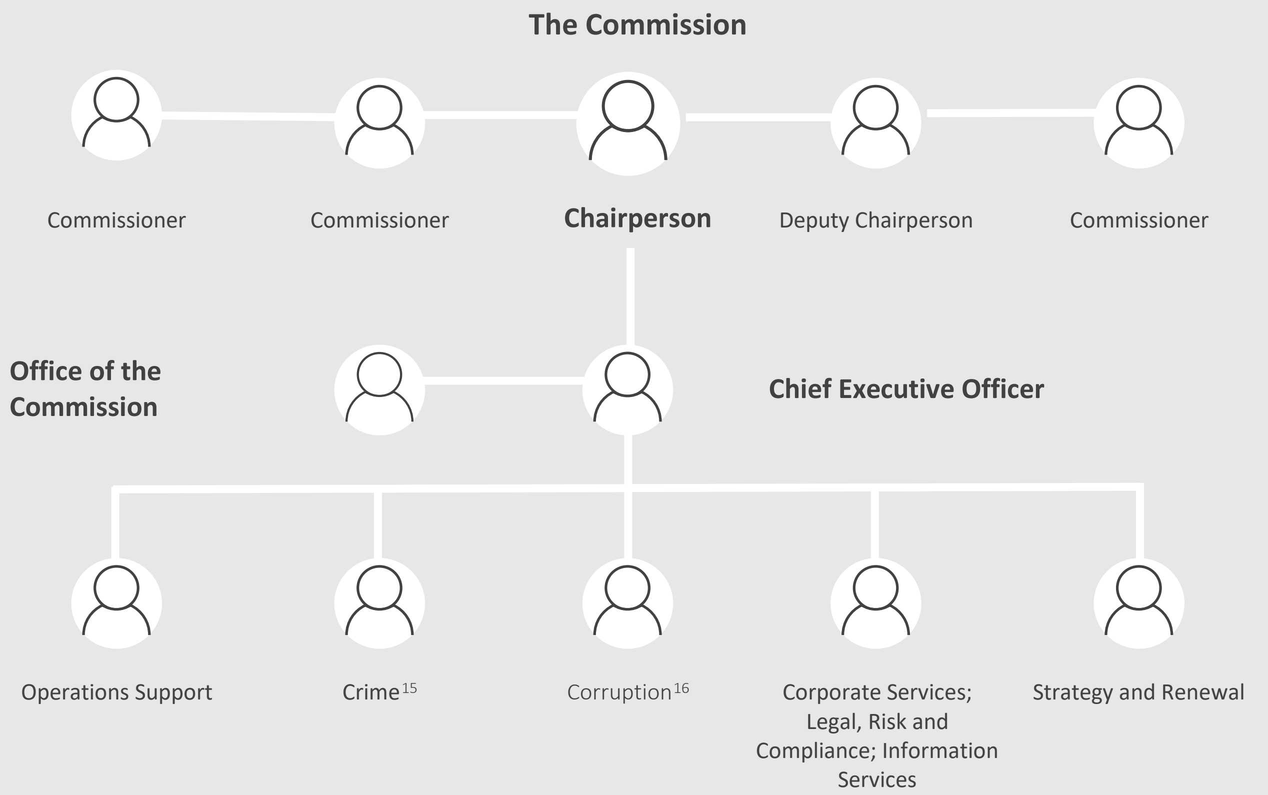
- Investigating serious and organised crime.
- Receiving, assessing and investigating complaints of corruption within the Queensland public sector.
- Holding hearings to advance CCC investigations and those referred to the CCC by the Queensland Police Service.
- Recovering proceeds of crime.
- Undertaking intelligence activities and conducting research on crime, corruption, policing and other relevant matters.
- Developing strategies to prevent major crime and corruption.

The *Crime and Corruption Act 2001* (Qld) sets out our primary functions, powers and governance structure. The following additional legislation supports our functions by enabling us to recover criminal proceeds, protect witnesses, and gather evidence through searches and surveillance:

- *Criminal Proceeds Confiscation Act 2002* (Qld)
- *Police Powers and Responsibilities Act 2000* (Qld)
- *Telecommunication Interception Act 2009* (Qld) (TI Act)
- *Telecommunication (Interception and Access) Act 1979* (Cth) (TIA Act), and
- *Witness Protection Act 2000* (Qld).

For more information about our governance and people, see pages 64–77.

Our organisational structure



Operations Support division provides specialist operational overt, covert and technical capabilities in support of combating major crime and reducing corruption.

Crime division investigates serious and organised crimes, undertakes intelligence operations into the suspected criminal activities of criminal organisations and their participants, and takes action to confiscate the suspected proceeds of serious crimes.

Corruption division assesses and investigates complaints of serious and systemic corruption and undertakes a range of prevention activities to ensure complaints about corruption are dealt with appropriately and raise the standard of conduct in the Queensland public sector.

Corporate Services; **Legal, Risk and Compliance**; and **Information Services** divisions support our operational functions through providing high quality services, including legal services, research, governance, financial management, performance reporting, human resource management, corporate communications, business systems support, security, information and communication technologies, facilities and procurement services.

Strategy and Renewal division undertakes data analysis, coordinates the development and implementation of our enabling strategies, and drives innovation by turning insights into action and management of CCC projects to support organisational improvements.

The **Office of the Commission** supports the work of the Commission, Chairperson and CEO. The Internal Audit function also resides within the Office of the Commission.

A breakdown of our employees by division is provided on page 68.

15 The Senior Executive Officer (Crime) is responsible to the Chairperson on operational matters.
16 The Senior Executive Officer (Corruption) is responsible to the Chairperson on operational matters.

What we do

Combating major crime

As Queensland's crime commission, the CCC plays an important part in the fight against serious and organised crimes affecting the Queensland community. This is a separate role and is distinct from our anti-corruption work.

While our major crime role is broad in scope, we are not primarily responsible for preventing or detecting serious crimes, or in bringing offenders to justice – that is the role of the Queensland Police Service (QPS). Rather, our approach and value proposition is supporting the QPS and our other law enforcement partners through engaging our specialist powers, functions and disciplines, to optimise use of resources, coordinate activities, avoid duplication, and respond in areas where we can deliver most value.

This work includes:

- investigating and deploying strategies to disrupt and respond to serious and organised crime
- gathering evidence from witnesses that might otherwise be unobtainable through conventional methods
- collecting and sharing operational and strategic intelligence with partners and stakeholders, and
- investigating illicit financial flows and benefits and confiscating the proceeds of crime and unexplained wealth on behalf of the State.

Reducing corruption for the benefit of the Queensland community

As Queensland's anti-corruption commission, our role is to continuously improve the integrity of, and reduce the incidence of corruption, in the public sector. We do this by investigating the more serious cases of corrupt conduct and helping units of public administration (UPA)[17] to deal effectively and appropriately with corruption by increasing their ability to do so.

Our work utilises the skills of multiple disciplines to achieve our objectives. Our teams include lawyers, police, investigators, intelligence analysts, researchers, prevention and engagement specialists, assessment officers and forensic accountants.

Our work in investigating serious cases of corrupt conduct and raising the standards of integrity and conduct in UPAs as well as the public sector's capacity to deal with corruption makes an important contribution to enhancing the confidence, trust and accountability in Queensland's public institutions.

Witness protection

The CCC protects witnesses who are under threat as a result of assisting a law enforcement agency. Witnesses include victims of crime, innocent bystanders to crime and people who possess information about criminal or corrupt activity, generally because they are themselves associated with crime or corruption. Protection can also extend to members of the witness' family.

By legislation, entry into the witness protection program is voluntary, so individuals assessed by the program decide whether or not to accept an offer of protection. The protection can be provided for as long as deemed necessary to protect the individuals or family.

17 Units of public administration are defined in section 20 of the CC Act and include public service departments, the Queensland Police Service, local governments, statutory authorities and state and local government elected officials.

Our vision, purpose and values

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

Our values underpin everything we do.

People

- We value, respect and collaborate with each other.
- We develop ourselves and those around us.
- We act in the interests of the Queensland community.

Accountability

- We own our actions and decisions.
- We are responsible with the resources we are given.
- We are responsive to our stakeholders.

Integrity

- We are honest and transparent.
- We act with impartiality.
- We keep our commitments.

Courage

- We question the status quo.
- We embrace change.
- We stand up for what is right.

Excellence

- We deliver consistent high performance.
- We treat our mistakes as opportunities.
- We implement ideas that create value.

How we work

Investigations

We investigate and undertake intelligence operations to gather evidence of alleged serious and organised crime, and alleged corruption in the Queensland Public Sector. The CCC's investigative powers under the *Crime and Corruption Act 2001* include search, surveillance and seizure powers. Some powers that enable us to gather evidence of serious offences through surveillance and various other covert activities, are found in the *Police Powers and Responsibilities Act 2000*. Our powers to access telecommunications data and content are found in the *Telecommunications (Interception and Access) Act 1979* (Cth). Our investigators come from multi-disciplinary backgrounds which include police and civilian investigators, intelligence officers, financial investigators, lawyers and forensic computing specialists.

Intelligence

We gather, analyse and disseminate critical intelligence through our hearings, investigations and activities which informs and guides the CCC's operational and strategic priorities and direction to our crime and corruption areas.

We share our intelligence information and insights with national and state law enforcement and integrity partners to inform the contemporary understanding of crime and corruption and to assist them to advance their investigations by securing otherwise unobtainable evidence and intelligence.

Proceeds of crime

The CCC administers the non-conviction based civil confiscation scheme contained within Chapter 2 of the *Criminal Proceeds Confiscation Act 2002* (CPC Act). Under this scheme, property is liable to be restrained if it belongs to, or is under the effective control of, someone who is suspected of having engaged in serious criminal activity. Restrained property is liable to be confiscated by the State if the Supreme Court is satisfied, on the balance of probabilities, that it was derived from serious crime related activity, or is required to satisfy an assessment made of the benefit a person has derived from illegal activity or being suspected of having engaged in serious crime related activity and unexplained wealth.

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 under which following a person's conviction for a qualifying drug offence, their assets may be confiscated by the State, even where the assets may have been lawfully acquired.

We work closely with the Queensland Police Service (QPS) and the Queensland Office of the Director of Public Prosecutions (ODPP) to identify and litigate proceeds of crime matters, as well as the Public Trustee of Queensland, who holds and disposes of restrained property on behalf of the State of Queensland. Proceeds confiscated are paid into Queensland's Consolidated Fund.

Prevention

The CCC has a prevention function under section 23 of *Crime and Corruption Act 2001* and takes a proactive approach to reducing the incidences of major crime and corruption within the Queensland community. We work collaboratively with our key stakeholders by sharing information and building capability for identifying and preventing major crime and corruption. Our considered approach to prevention ensures we respond effectively to emerging crime and corruption risks with the highest potential impact on the Queensland community.

Research

The CCC has broad research functions under section 52 of the *Crime and Corruption Act 2001* that support our functions, programs and operations. Our research unit is made up of professionals who hold qualifications in either criminology, criminal justice, social science, data analytics, psychology, statistics and policy. The unit provides an evidence-based approach for the CCC's contribution to public policy issues, including recommendations for legislative, policy and practice change. The unit's research helps inform public debate and shapes reform in the areas of public sector ethics and integrity, crime, and criminal justice and policing.

Our hearing powers

Under section 176 of the *Crime and Corruption Act 2001*, the CCC may hold a closed or private hearing to aid our investigations. Our legislation requires witnesses to attend, provide evidence without the right to silence, even if the answer is self-incriminating. We use our hearing powers to gather more information and evidence that can advance complex crime and corruption investigations, as well as improve our understanding of organised crime involvement in criminal activity.

We also use our hearing powers where police have requested assistance with serious crime investigations that cannot be advanced using policing powers.

Power to conduct a public inquiry

We have the power to conduct a public inquiry when we identify serious or systemic corruption that has the potential to reduce public confidence in fundamental systems of public administration and government. Public exposure of systemic issues allows for wider gathering of evidence and information on which to base recommendations than can be achieved in a normal investigation.

Limits to our powers

The CCC is not a court, we investigate matters and gather evidence but do not determine guilt or decide disciplinary action. The QPS officers seconded to our agency retain their police powers (under the *Police Powers and Responsibilities Act 2000*). These officers may charge an individual with one or more offences based on sufficient evidence, reasonable prospects of a successful prosecution, and if such action is considered to be in the public interest. The charging of offences arising from a corruption investigation is only done after first receiving advice from the Office of the Director of Public Prosecution (ODPP) supporting that action.

Where charges are laid, the prosecution will be conducted by a QPS prosecutor or the ODPP, depending on the jurisdiction in which proceedings are commenced and the seriousness of the alleged offences.

Following a corruption investigation, we may also refer matters to the head of a public sector agency for consideration of disciplinary action, or commence a corrupt conduct prosecution ourselves in the Queensland Civil and Administrative Tribunal (QCAT).

Our stakeholders and partners

In 2025–26 we continued to work closely with individuals and organisations that affect (or could be affected by) our activities, products, services and performance. This included collaborating with national and state law enforcement and anti-corruption agencies in combating major crime and corruption, participating in joint investigations, and sharing intelligence products and operational resources.

Our stakeholders in Queensland

- Attorney-General and Minister for Justice, and Minister for Integrity
- Electoral Commission Queensland (ECQ)
- Justice, Integrity and Community Safety Committee (JICSC)
- Office of the Director of Public Prosecutions (ODPP)
- Office of the Health Ombudsman (OHO)
- Office of the Independent Assessor (OIA)
- Office of the Information Commissioner (OIC)
- Office of the Queensland Integrity Commissioner (OQIC)
- Parliamentary Crime and Corruption Commissioner
- Parliamentary Crime and Corruption Committee (PCCC)
- Public Interest Monitor
- Public Sector Commission (PSC)
- Queensland Audit Office (QAO)
- Queensland Family and Child Commission (QFCC)
- Queensland Mental Health Commission
- Queensland Ombudsman and Inspector of Detention Services
- Queensland Police Service (QPS)
- Queensland public
- Queensland units of public administration (UPAs)

Commonwealth stakeholders and partners

- Australian Criminal Intelligence Commission (ACIC)
- Australian Federal Police (AFP)
- Australian Taxation Office (ATO)
- Australian Transaction Reports and Analysis Centre (AUSTRAC)
- Commonwealth Ombudsman
- Department of Home Affairs (including Australian Border Force)
- National Anti-Corruption Commission (NACC)

State and territory stakeholders

Australian Capital Territory

- ACT Integrity Commission

New South Wales

- Independent Commission Against Corruption (NSW ICAC)
- Law Enforcement Conduct Commission (LECC)
- New South Wales Crime Commission
- New South Wales Police Force (NSWPF)

Northern Territory

- Independent Commissioner Against Corruption (ICAC NT)
- Northern Territory Police

South Australia

- Independent Commission Against Corruption (ICAC SA)
- Office for Public Integrity
- South Australia Police (SAPOL)

Tasmania

- Integrity Commission Tasmania
- Tasmania Police

Victoria

- Independent Broad-based Anti-corruption Commission (IBAC)
- Victoria Police

Western Australia

- Corruption and Crime Commission (WA CCC)
- Western Australia Police Force

For more information on our internal and external oversight bodies, see pages 71–75.

2025–26 at a glance

Key facts and figures for 2025–26

$81.533 million annual budget

336.79 full-time equivalent employees / **358** people employed

28 crime investigations finalised

100 days of hearings with **94** witnesses examined relating to major crime and intelligence investigations

241 law enforcement crime intelligence and information disclosures

6 confiscation matters concluded with **$5.955 million** proceeds of crime confiscated by the State of Queensland

6,198 complaints of suspected corruption assessed

26 corruption investigations finalised resulting in **6** persons charged with **22** criminal offences, and **12** recommendations for disciplinary action relating to **11** persons

38 corruption prevention recommendations were made from corruption investigations

Strategic Plan 2023–27 *(Updated 2025)*

The CCC Strategic Plan[18] is the cornerstone document that guides the strategic direction of the CCC alongside our functional and enabling strategies. These strategies are reviewed annually with a comprehensive review undertaken every four years. Operational and divisional business plans identify the initiatives which will be delivered in the fiscal year.

	Efficient and Effective	*Safe and Capable*
OBJECTIVES	Delivering efficient and effective outcomes to reduce the incidence of major crime and corruption, and improve the integrity of the public sector in Queensland.	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.
OUR KEY STRATEGIES	➢ Optimise productivity and outcomes to ensure what we do has impact. ➢ Enhance governance, risk and compliance processes and culture to mitigate risk. ➢ Advocate for legislative reform to improve our ability to anticipate and respond to the changing nature of our operating environment. ➢ Innovate, digitalise and automate service delivery to maximise operational efficiency and effectiveness. ➢ Build and use data and insights to inform effective decision making. ➢ Increase awareness of the benefits of a trauma-informed approach.	➢ Develop leadership and management capability to lead change, achieve high performance, and influence connection to agency purpose. ➢ Embed a shared responsibility for the physical, psychological and cultural wellbeing of every person in every interaction. ➢ Deliver talent attraction and retention initiatives that reflect the changing needs of the workforce and societal expectations. ➢ Develop workforce capability to meet the operating needs within a complex and evolving working environment. ➢ Leverage and invest in technology and tools to enhance digital capability and improve system cross-functionality. ➢ Invest wisely in robust information security measures to stay ahead of potential threats.

18 Our *Strategic Plan 2023–2027 (Updated 2025)* is available at: www.ccc.qld.gov.au/publications/ccc-strategic-plan

	Accessible, Accountable and Collaborative	Continuous Improvement
OBJECTIVES	Being accessible and engaging with our community in a meaningful way to demonstrate our accountability and promotes confidence in our functions and the services we provide.	Anticipating and responding effectively to our dynamic and challenging operating environment.
OUR KEY STRATEGIES	➢ Strengthen partnerships to facilitate coordination and information sharing across agencies and jurisdictions for mutual benefit. ➢ Ensure effective communication and timely dissemination of information to promote transparency, accountability and confidence. ➢ Establish greater connection and new operating models with government, non-government organisations, the private sector and universities to maximise opportunities to collectively build specialist capabilities and promote information sharing. ➢ Maximise opportunities with our partners to collectively use data and insights in a meaningful way.	➢ Review and adapt our service delivery models to rapidly respond to the changing environment. ➢ Embed a culture of continuous improvement and innovation to improve performance and maximise our impact. ➢ Utilise our insights from a range of sources, including our specialist intelligence capability to inform decision making and direction setting. ➢ Drive sustainable change management practice to uplift productivity and outcomes. ➢ Complete the implementation of the recommendations from the Commission of Inquiry.

A snapshot of our performance towards these strategic objectives is provided on pages 22–24.

As part of our strategic direction we continue to ensure we meet key deliverables that are the foundation of the work we do.

The key deliverables in 2025–26 are:

- 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.
- investigating complaints which involve conduct which is serious, systemic or of strategic risk to trust and confidence in public institutions in Queensland.
- completing the implementation of the recommendations from the Commission of Inquiry relating to the Crime and Corruption Commission report.
- continuing to develop critical organisational capabilities including digital, analytics, intelligence and workforce.
- effectively engaging with stakeholders, partners and the community to promote a culture of transparency, accountability and confidence.

Measuring our performance

We evaluate our performance towards the objectives in our Strategic Plan 2023–27 *(Updated 2025)* through the achievements of our key deliverables under these objectives.

Our strategic risks 2025–26

INFORMATION & CYBER SECURITY
The rise of technology, and the increasing value of data, creates cybersecurity risks that can potentially compromise confidentiality, availability, and integrity of information and digital systems and put people's safety at risk.

NEW DIGITAL TECHNOLOGIES
New forms of digital technologies accelerate complexity and volume of illicit activity and pose challenges for identifying evidence, establishing proof of crime, and affecting the reliability of evidence.

TALENT
Talent shortages, specialist skills gaps, the changing nature of the workforce and challenges associated with a small, highly specialised agency have the potential to impede our strategy execution.

CHANGE
The scale and pace of change across the CCC, including digital transformation, system and process improvements, and associated cultural impacts, may lead to delivery risks and limit the effectiveness, timing, or full realisation of intended benefits.

REGULATION
Legislation that fails to keep pace with our dynamic operating environment and evolving changing regulatory scrutiny may require changes to our operating model to ensure the lawful, accountable and appropriate use of the CCC powers.

TRUST
Accountability and transparency are critical to the performance of the CCC. Failure to communicate effectively may undermine trust in the CCC and the public sector.

ECONOMY
Economic instability and market volatility adversely affect our delivery service and reduce our organisational resilience.

Performance information

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

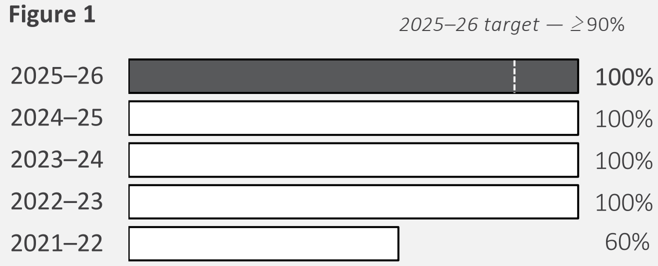
As part of the Queensland Government's budget process, the CCC reports its non-financial performance in the Department of Justice Service Delivery Statement.

Service area objective: Protect Queenslanders from major crime and corruption

(SDS 1) Percentage of targeted criminal organisation participants subject to an intelligence outcome as a result of CCC intelligence operations

This measure demonstrates how well the CCC's intelligence work helps stop crime. It looks at how CCC intelligence investigations have supported law enforcement agencies (mainly QPS) with actions against people involved in organised crime, by helping to prevent, deter or obstruct criminal activity.

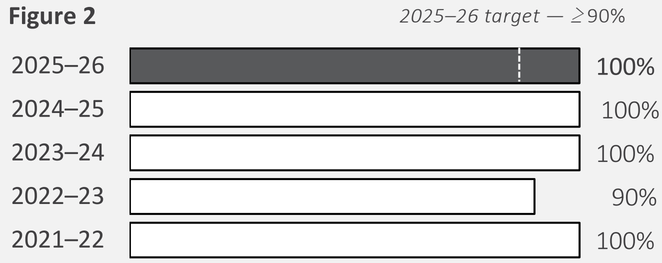
Figure 1



(SDS 2) Percentage of hearings that add value to a referred crime investigation

This measure demonstrates how effective the CCC hearings have been in helping the QPS solve major crimes that conventional police methods have not been or are unlikely to be effective. Added value refers to when the QPS is helped to solve matters through the gathering of evidence to identify and prosecute the people responsible for the crimes.

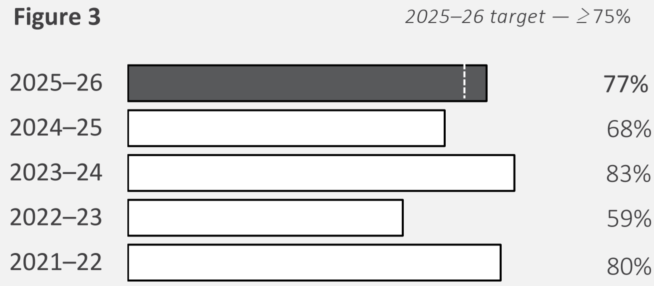
Figure 2



(SDS 3) Percentage of corruption investigations resulting in significant outcomes

This measure demonstrates how effective an investigation has been. It is deemed effective if an outcome has been achieved which has resulted in a criminal charge, a recommendation for disciplinary action, a referral for a brief of evidence to the ODPP, direction is sought from the PCCC to give a report to the Speaker for tabling or referring the matter to a UPA for further investigation.

Figure 3

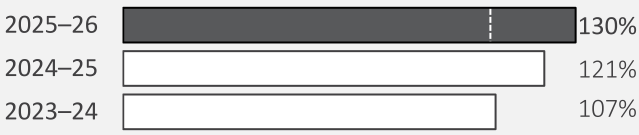


(SDS 4) Corruption investigation clearance rate; finalised/commenced[19]

This clearance rate measure demonstrates the timely and effective finalisation of investigations by measuring the total number of finalised corruption investigations in the reporting period by the total number of investigations commenced in the same period. This is an indicator of the CCC's responsiveness to its legislative obligations, Charter of Service and community expectations.

Figure 4

2025–26 target — ≥80%

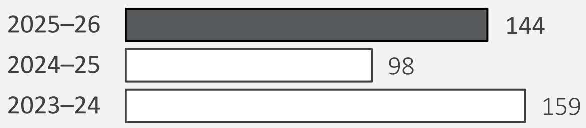


(SDS 5) Average days to finalise a referred crime investigation

This measure highlights the CCC's ability to respond promptly (within 180 days) and effectively to investigations referred to the CCC by the QPS where conventional police methods have not been effective.

Figure 5

2025–26 target — ≤ 180 days

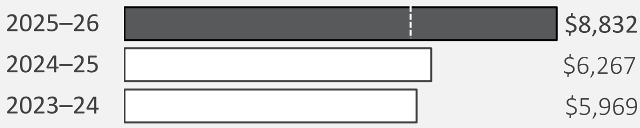


(SDS 6) Average cost per witness appearance for referred crime investigation[20]

This measure shows the cost of a witness appearing at a referred crime investigation hearing by calculating the total expenditure for a hearing by the number of witness appearances at a hearing in the reporting period. The CCC's hearing powers help the QPS to solve major crimes that might not otherwise be solved or solved effectively.

Figure 6

2025–26 target — ≤$6,000



(SDS 7) Average cost per assessment of corrupt conduct/police misconduct complaints[21]

This measure demonstrates the efficiency of the CCC's assessment of corrupt / police misconduct complaints (assessed as within CCC jurisdiction) against all complaints received in the reporting period.

Figure 7

2025–26 target —≤$700

(SDS 8) Confiscation recovery ratio[22]

This measure demonstrates the effectiveness of the CCC's Proceeds of Crime function by comparing the total value of criminal assets recovered with the total cost of that function within a 12-month fiscal year.The annual target has been set as a value of $1: ≤$1 ($1 received via confiscation is less than or equal to the $1 cost of the proceeds of crime function).

Figure 8

2025–26 target —≤$1

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19 Figure 4: The 2025–26 target for this service standard has been met (Target ≥80%). The FY 2025–26 actual results indicate 130% with a total of 26 investigations being finalised (some of which were carried over from the previous financial year) and 20 new investigations were commenced.

20 Figure 6: In 2025–26 the target for this service standard was increased to ≤$6,000 to accommodate the inflationary impacts and associated increased costs of the Crime hearing function. This measure has been retained for 2026–27 for transparency but remains a highly volatile measure due to inflationary impacts, associated increased costs of the Crime hearing function and the variability of witness attendances.

21 Figure 7: In 2025–26 this service standard was discontinued and replaced using a revised calculation methodology which now includes costs associated with all complaints received by the CCC, where previously only costs of complaints deemed 'in jurisdiction' were included in the calculation. This reflects how the CCC is evaluating the efficiency of the entire assessment process undertaken of all complaints related to corrupt conduct and police misconduct. The name of the new service standard remains unchanged, but the amendment to the calculation methodology means it is no longer comparable to past performance.

22 Figure 8: In 2025–26, this effectiveness performance measure was first introduced for our Proceeds of Crime Function to demonstrate the value of this work to the Queensland community. The 2025–26 result of $0.17 was predominately driven by a single high value confiscation recovery ($11.1 million) at the end of 2024–2025 being transferred to Queensland Treasury this financial year (see page 34 of the Crime and Corruption Commission Annual Report 2024–25).

Other operational outcomes

Aspects of our work involve referrals from external agencies, primarily the QPS and members of the public and public sector agencies. As it is important to remain responsive to our external stakeholders, we do not develop annual targets for all our performance indicators. Instead, we maintain a flexible resourcing model to focus our effort on areas of highest need. Provided below is the five-year comparative data for our operational work.

Crime

Figure 9: Total number of Crime investigations finalised

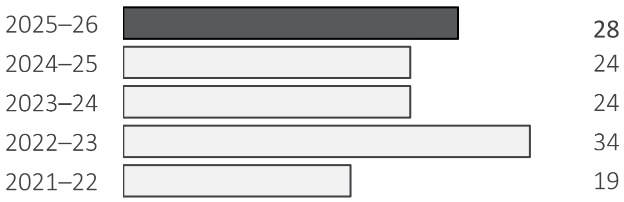


Figure 10: Total number of Crime hearing days

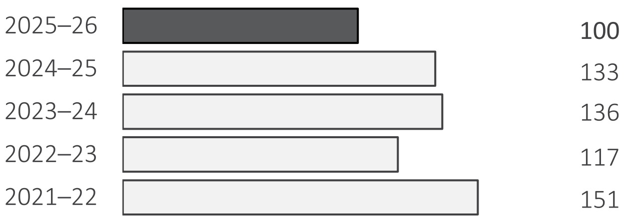


Figure 11: Total value of assets restrained ($ million)

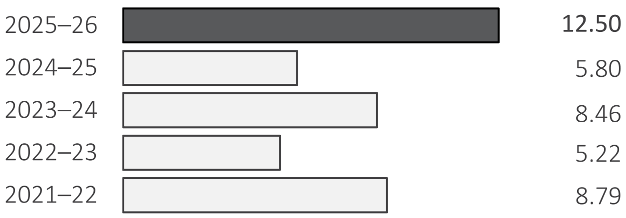
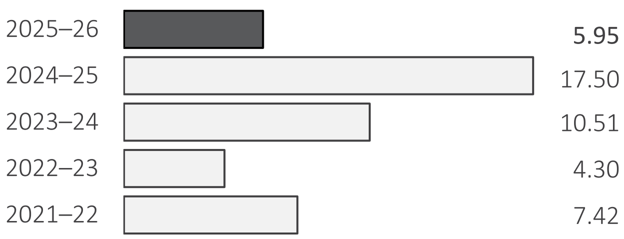


Figure 12: Total value of assets confiscated ($ million)



Corruption

Figure 13: Total number of Corruption investigations finalised

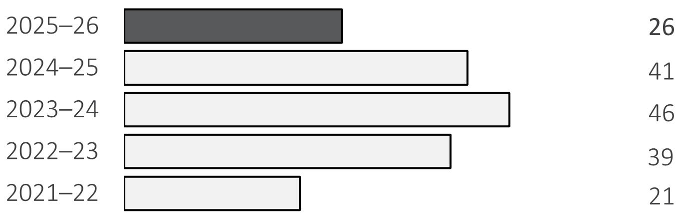


Figure 14: Total number of Corruption hearing days

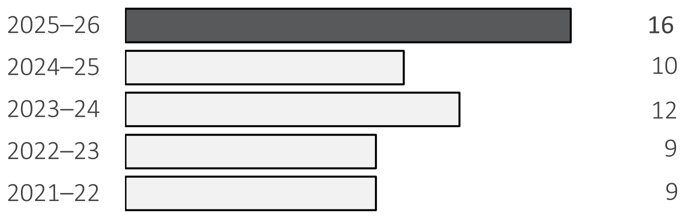


Figure 15: Total number of Corruption complaints received

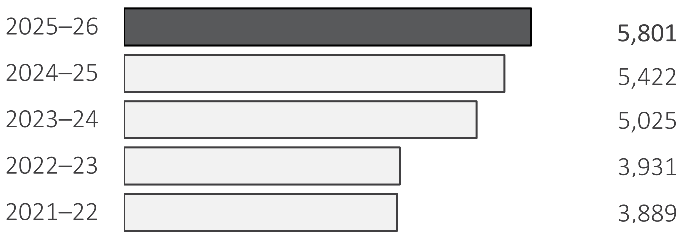
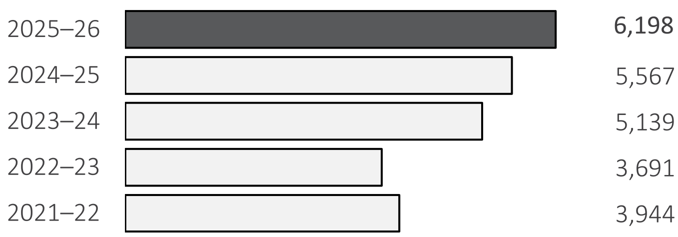


Figure 16: Total number of Corruption complaints assessed



Key achievements

OBJECTIVE: *Efficient and Effective*

- ✓ Our collaboration with the Australian Government Fraud Fusion Taskforce's *investigation into NDIS fraud* resulted in the CCC taking **restraint action in relation to more than $5 million** in gold, silver and funds obtained by a criminal syndicate (see page 32).
- ✓ The Crime Division held **100 days of crime and intelligence hearings**, examining 94 witnesses in relation to 12 homicide investigations, 5 child deaths or serious injury related investigations, 8 investigations into organised crime offending, and supporting 3 intelligence operations (see pages 29–31, 34–35).
- ✓ Our **public report** on the investigation into the conduct of the **former Mayor of Townvillle**, Mr Troy Thompson, recommended legislative reform designed to ensure truthful conduct by electoral candidates, improve verification of candidates' statements, and strengthen enforcement of offences such as misleading voters (see page 39).
- ✓ Our **finalised corruption investigations** resulted in significant outcomes including **six people charged with 22 offences** and our **38 prevention recommendations** are currently with agencies to support system improvements and reduce their corruption vulnerabilities (see pages 38–39).

OBJECTIVE: *Accessible, Accountable and Collaborative*

- ✓ Enforcement efforts and **policy responses** to organised crime activity in the **illicit smoking products market** was a collaborative focus for us this year. We engaged with the Queensland Police Service, Commonwealth agencies and as part of the National Illicit Tobacco and e-Cigarette Forum (NITEC) to address the problems emanating from the **illicit tobacco and vape markets** (see page 33).
- ✓ The results of our **Corruption Perceptions Survey** were published in July 2025 and shared with 19 public service departments, providing agencies and community members with a contemporary picture of **integrity concerns and attitudes to corruption in Queensland** (see page 55).

OBJECTIVE: *Safe and Capable*

- ✓ Our new ***employee engagement survey*** (CCC Engage) achieved a **72.2% participation rate**, providing valuable insight into aspects of our employees' experiences. Our future focus is on action plans and practical initiatives to build on positive momentum, and address areas that require further attention (see page 47).
- ✓ Our **digital capability** was strengthened this year through the start of implementation of an ***investigation case management system*** (iCMS) for Crime and Corruption to support improved investigations management, workflows, and improved performance re porting; the progress made on our *Electronic Evidence Review Platform* (EERP); and delivery of the new *Call Charge Record (CCR) database*, which will enhance our ability to review and analyse CCR data (see page 61).
- ✓ The Crime Division continued to respond to **emerging and strategic risks** by progressing a *financial investigative capability framework*, and commenced work on developing a *core intelligence capability framework* that will provide development pathways and training programs to align skills, knowledge and attributes to industry standards (see pages 48–49).
- ✓ We continued developing our **digital asset capability,** with advanced **investigation and technical training courses** delivered during the year (see page 48).

OBJECTIVE: *Continuous Improvement*

- ✓ In December 2025, six months ahead of the expected timeframe, we **completed implementation of all recommendations** arising from the **Commission of Inquiry** into the Crime and Corruption Commission. Our final report was provided to the Attorney-General, the Chair of the PCCC, and the Parliamentary Crime and Corruption Commissioner on 22 January 2026 (see pages 59–60).

Financial summary

This financial summary provides an overview of our financial performance for 2025–26.

Overview

The CCC had a net operating surplus of **$0.306 million** in 2025–26. This surplus is due to the deferral of $4.0 million in funding owing to an increase in employee vacancies because of labour market pressures and reduced operating expenditure as a result of capacity issues. The CCC will utilise the $4.0 million in future years by investing in the development of a new Investigation Case Management System for its crime and corruption functions and other digital transformation projects.

Revenue

Total revenue for 2025–26 was **$79.469 million**, an increase of 5.3 per cent or $3.966 million from 2024–25.

State Government funding accounts for 95.9 per cent of our total revenue. This revenue is supplemented by interest earnings on cash reserves and other general revenue receipts including employee car parking income and gains on sale of plant and equipment.

The CCC also receives non-cash contributions for services from the QPS in relation to the provision of police operational support and from Queensland State Archives (QSA) in relation to archival services.

In accordance with government policy, we recognise these services both as revenue and expenditure only if the services would have been purchased, had they not been donated, and if their fair value can be measured reliably.

Additional funding

During 2025–26, the CCC received ongoing funding for enterprise bargaining adjustments. The CCC also received **$4.814 million** to fund ongoing positions from the recommendations from the Fitzgerald/Wilson Commission of Inquiry.

Figure 17: Financial results 2021–22 to 2025–26 ($ million)[23]

A detailed view of our financial performance is provided in the Financial Statements on pages 81–111.

23 The Financial results chart in the 2024–25 Annual report displayed the expense and revenue for the FY 2024–25 in reverse. The figures have been corrected in the graph above for this report.

Expenditure

Total expenditure for 2025–26 was **$79.163 million**, an increase of 6.5 per cent or $4.816 million from the 2024–25 financial year. Employee expenditure increased by 2.2 per cent or **$1.239 million** over the previous year due to increased employee costs from new temporary roles and whole of government wage policy.

The CCC spent **$18.231 million** for supplies and services expenditure in 2025–26, compared to $14.652 million in 2024–25. This is a increase of 24.4 per cent or **$3.579 million** from the previous year and is mainly due to higher expenditure incurred on specialist contractor services utilised to deliver the digital projects, increased information technology costs and increased rental costs for office accommodation.

Payments for office accommodation are the highest category of supplies and services expenditure at **$4.352 million** or 23.9 per cent of total supplies and services expenditure. Information technology hardware and software maintenance costs at **$4.326 million** or 23.7 per cent for various services are the second highest category of expenditure. Consultants and contractors costs at **$2.292 million** or 12.6 per cent for various services are the third highest category of expenditure.

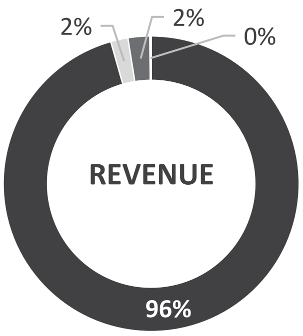
Non-cash contributions for services from the QPS in relation to the provision of police operational support and from QSA in relation to archival services increased to **$1.634 million**. All other expenditure remained relatively consistent with the previous financial year.

Financial position

Capital acquisitions

The CCC invested **$6.298 million** on capital acquisitions during the financial year compared to $1.184 million in 2024–25. A significant project for **$4.7 million** was completed in 2025–26 to migrate the CCC's remaining on-premises computer and storage infrastructure to an outsourced datacentre. This included the replacement of end-of-life server, storage, backup and network infrastructure, along with implementing significant improvements. The remaining expenditure is part of the ongoing asset replacement and maintenance program in accordance with our *Asset Strategic Plan*.

Figure 18: Revenue and Expenditure

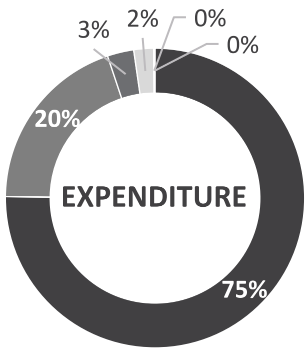


■ Grants (95.6%)

■ Other contributions (1.9%)

■ Interest revenue (2.4%)

■ Other revenues (0.1%)



■ Employee expenses (75.2%)

■ Supplies and services (19.7%)

■ Depreciation and amortisation (2.9%)

■ Other expenses incl Services below fair value (2.1%)

■ Asset write offs (0.1%)

■ Finance Costs (0.0%)

Objective: ***Efficient and effective***

Key strategies:

- Optimise productivity and outcomes to ensure what we do has impact.
- Enhance governance, risk and compliance processes and culture to mitigate risk.
- Advocate for legislative reform to improve our ability to anticipate and respond to the changing nature of our operating environment.
- Innovate, digitalise and automate service delivery to maximise operational efficiency and effectiveness.
- Build and use data and insights to inform effective decision making.
- Increase awareness of the benefits of a trauma-informed approach.

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

In 2025–26, we strengthened our strategic impact by actively investigating and shaping effective responses to serious and organised crime through the use of our hearing powers; working and sharing intelligence with the Queensland Police Service and other law enforcement partners and confiscating criminal profits, a key deliverable in our strategic plan.

Reducing the incidence of major crime

Criminal economies and wealth

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

Investigations in this area of focus may be approved under the CCC Organised Crime General Referral, or as a special intelligence operation, depending on the circumstances and purpose of the investigation.

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

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

In 2025–26, we **examined 35 witnesses over 35 hearing days** to support and advance investigations by the CCC or the QPS that were focused on criminal economies and wealth.

Our key investigative outcomes for illicit markets are summarised on pages 30–31.

Referred major crime investigations

Major crime investigations may be referred by the QPS for assistance, primarily through the use of the CCC's coercive hearing powers. The QPS remains the lead agency for these investigations and is responsible for investigation outcomes such as laying charges and arresting alleged offenders.

In 2025–26, the CCC **finalised eight referred investigations** involving criminal economies and wealth, and progressed three other investigations, summarised below.

Organised crime surrounding an assault and arson

We examined one witness to progress an investigation into alleged organised crime surrounding an assault and arson on a tobacconist at a convenience store in Brisbane.

Manufacture, distribution and storage of weapons and explosives

We examined two witnesses to progress an investigation into the alleged manufacture, distribution and storage of weapons and explosives in Brisbane and surrounding areas, including improvised explosive devices.

Firearms and dangerous drugs

We examined three witnesses to progress an investigation involving the transfer of weapons, ammunition and illicit drugs.

Alleged theft and sale of cattle

We examined ten witnesses to progress an investigation into the alleged theft and subsequent sale of cattle in North Queensland.

Armed robbery at a residential address, including the theft of cryptocurrency

We examined three witnesses to progress an investigation into the armed robbery at a residential premise by at least three persons, resulting in the theft of cash, jewellery and a large sum of cryptocurrency.

Distribution of dangerous drugs

We examined one witness to progress an investigation into the sale and distribution of dangerous drugs in Brisbane.

Money laundering and drug trafficking syndicate

We examined three witnesses to progress an investigation into alleged money laundering and drug trafficking by two persons, with syndicate links to Outlaw Motorcycle Gangs (OMCG) and Vietnamese Organised Crime.

Money laundering, drug trafficking and sale of firearms

We examined two witnesses to progress an investigation into alleged drug trafficking, sale of firearms and money laundering offences by a person within a criminal syndicate. This investigation remains ongoing.

Drug trafficking

One investigation remains ongoing into a criminal syndicate involved in trafficking quantities of illicit substances at Rockhampton and surrounding areas.

Transport of dangerous drugs

An investigation remains ongoing into the organised criminal activity of at least three persons centred around dangerous drugs through Gladstone between July 2024 and February 2026.

CCC major crime investigations

The CCC also initiates and undertakes major crime investigations where it is the lead agency responsible for investigation outcomes. These investigations usually involve covert methodologies and extend over a prolonged period.

In 2025–26, we **finalised one CCC led major crime investigation** targeting criminal economies and wealth, summarised below.

Money laundering and sale of illicit tobacco

The CCC finalised a major crime investigation arising out of a previous CCC intelligence operation in relation to alleged money laundering involving a professional facilitator and involving the use of beneficial trust to obscure alleged criminally derived assets.

No major crime investigations were commenced by the CCC during 2025–26, with resources instead diverted towards work on intelligence operations as described on page 31.

Intelligence operations

The CCC undertakes intelligence operations to investigate the alleged criminal activities of criminal organisations and their participants. The CCC's intelligence operations and associated hearing programs provide contemporary classified information and unique insights into the workings of organised crime groups and their participants.

In 2025–26, we **finalised one CCC intelligence operation** (below) targeting criminal economies and wealth, with **two investigations ongoing**.

Money laundering and the sale of illicit tobacco

The CCC finalised an intelligence operation focused on targeting a professional money laundering syndicate, believed to have originated from the sale of illicit tobacco and other tobacco related products. Shell companies were set up to transfer funds through various other shell companies, to Digital Currency Exchanges and transferred to China via conversion to USDT (a form of cryptocurrency), then back to criminal organisations. As a result of the investigation, seven persons alleged to be involved were charged with a total of seven offences. The intelligence-led approach addressed immediate threats arising from trade-based money laundering, and contributed to longer-term strategic outcomes.

Money laundering and trafficking dangerous drugs

The CCC progressed an intelligence operation into a criminal organisation alleged to be involved in the significant trade-based money laundering for entities involved in illicit activities in New South Wales.

Laundering the Proceeds of Crime, trafficking and distribution of dangerous drugs

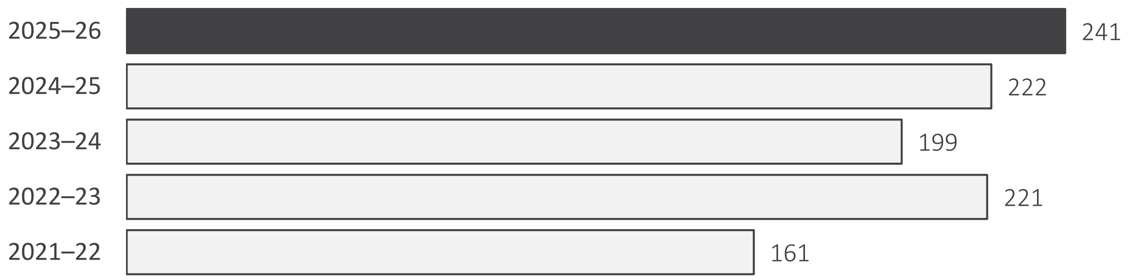
The CCC progressed an intelligence operation into a criminal organisation alleged to be involved in the importation, trafficking and distribution of dangerous drugs throughout Queensland and further involved in the laundering of Proceeds of Crime.

Intelligence and information disclosures

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

In 2025–26, the CCC made **241 intelligence and information disclosures** relating to its investigations and in response to requests for information from other agencies.

Figure 19: Intelligence and information disclosures



Proceeds of crime recovery

The CCC's strategy for its criminal proceeds confiscation work is to remove the financial benefit for serious criminal offending so that it 'does not pay' and cannot be reinvested to support further offending. This year, we took proceeds action against those alleged to be involved in offending related to criminal economies and wealth, resulting in six restraining orders being obtained over **assets valued at $12.499 million** and **six confiscation orders valued at $5.955 million**. This includes the following assets that were confiscated by the State:

- **$1.729 million cash seized** by the QPS from an individual possessing and trafficking dangerous drugs.
- **$3.008 million cash seized** by the QPS from the target of suspected 'dead drop' drug transactions.
- **$0.535 million cash seized** by the QPS from an individual alleged to have arranged delivery of cocaine and collection of payment from customers.

As at 30 June 2026:

- **Nineteen confiscation investigations** are underway with the potential for **$31.539 million** in assets to be restrained.
- **Sixteen confiscation actions** have commenced with an estimated **$21.931 million** in assets under restraint.
- **Nine matters where assets to the value of $4.974 million** have been confiscated and are in the process of being recovered for deposit into consolidated revenue.

Figure 20: Proceeds of crime matters assessed restraining and confiscation orders made in 2025–26

Illicit Tobacco

In 2025–26 the CCC engaged with the Queensland Police Service and Commonwealth agencies to coordinate enforcement efforts and contribute to the development of potential policy responses to organised crime activity in the illicit smoking products market. In March 2025, the Federal Government announced funding over two years commencing in 2025–26 for law enforcement to disrupt the illicit tobacco trade. In November 2025, the CCC's application for funding was approved and funds were allocated to assist with legal fees to support existing illicit tobacco litigation and funding of two AFP members for secondment to the CCC Proceeds of Crime Unit to bolster its capability for illicit tobacco investigations. The AFP is currently running an expression of interest for secondment of officers to the CCC.

Strategic and research projects

Strengthening the effectiveness of Queensland's confiscation schemes

Following the CCC's review of the *Criminal Proceeds Confiscation Act 2002* (CPC Act) in April 2024 and the establishment of a joint working group (including members of the DoJ, CCC and QPS) in 2024–25, the group met on several occasions during 2025–26 to develop policy options to progress the ten reform recommendations as part of the report published by the CCC in April 2024. The working group focus during this period has been on identifying potential requirements for:

- the reform of Queensland's money laundering offences and related provisions
- powers for seizure or digital assets, and for access to digital device and digital asset information
- modernisation of Queensland's unexplained wealth confiscation provisions and for administrative forfeiture, and
- provisions to clarify the legal rules for the conduct of contemporaneous prosecutions and confiscation proceedings arising from the same or related criminal conduct.

Financial Action Task Force

Australia's joint Financial Action Tast Force (FATF) fifth round mutual evaluation (ME) will occur over 2026–27 (Financial Action Task Force)[24]. The FATF is an inter-governmental body established in 1989 that sets international standards on anti-money laundering, counter-terrorism financing and countering the financing of proliferation (known as the FATF Standards). These standards comprise of 40 recommendations, and compliance with these standards is assessed through a peer review process called mutual evaluation (ME). The ME is an in-depth, comprehensive analysis and benchmarking of countries' anti-money laundering, counter terrorism financing and counter proliferation financing (AML/CTF) systems against international standards. Australia, as a founding and active member of the FATF, last underwent the ME process in 2014 as one of the first countries to be assessed against the revised FATF Standards.

With the Department of Home Affairs leading Australia's engagement with FATF, agencies across the country required to participate in the process received an indicative timeline in 2025–26 for the work to be completed. The CCC Director, Proceeds of Crime of is taking on the lead role in preparing and coordinating Queensland responses from relevant agencies, which includes gathering preliminary data and relevant case studies.

In March 2026, updates on previous FATF report recommendations and information for incorporation into Australia's Technical Compliance and Risk and Context submissions was completed.

In April 2026, further work commenced on collecting relevant Queensland data and insights to address 11 Immediate Outcomes (IO) which inform Australia's Effectiveness Submission. That submission measures how effective a jurisdiction's anti-money laundering and counter-terrorism financing regulatory and policy measures, are in practice. Queensland's contributions to Australia's Effectiveness Submission are due in July 2026. The FATF assessment process will be completed in 2026–2027.

24 Learn more about the Financial Action Task Force at: www.homeaffairs.gov.au/about-us/our-portfolios/criminal-justice/anti-money-laundering-and-counter-terrorism-financing/financial-action-task-force.

Crimes involving loss of life or serious injury

Investigations

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, actual loss of life or serious injuries. Our work in this area principally involves investigations referred from the QPS for assistance by way of engaging the CCC's investigative hearing powers. Investigations in this area of focus may be approved under the CCC Homicide, Terrorism or Organised Crime General Referral, or under a Specific Referral, depending on the circumstances of the case.

In 2025–26, we supported several QPS operations involving homicides and other serious violent crimes, assisting the QPS to progress **16 investigations** involving the examination of **44 witnesses** over 46 days of hearings. These include the following matters:

Homicide of a 27-year-old female in February 2025 in the Darling Downs region. We examined one witness which added value to the investigation.

Suspected manslaughter of a 68-year-old male between June and July 2024 in Mackay. We examined four witnesses with the hearing program closing and exhausting lines of inquiry.

Suspected homicide of a 56-year-old male in August 2025 in the South Burnett Region. We examined eight witnesses with the hearing program assisting in obtaining a timeline of relevant events, closing lines of inquiry and assisting in corroborating information previously obtained.

Suspected homicide of a 49-year-old female in February 2025 in Brisbane. We examined two witnesses with the hearing program assisting in furthering lines of inquiry.

Homicide of a 38-year-old male in November 2012 in Logan. We examined one witness with the hearing program enabling all lines of inquiry to be exhausted.

Suspected homicide of a 27-year-old male in August 2025 near Yeppoon. We examined three witnesses with the hearing program assisting in confirming a timeline of relevant events and obtaining new evidence of relevance.

Suspected homicide of two persons in November 2025 at Doomadgee. We examined two witnesses with the hearing program assisting in corroborating evidence already obtained and the likelihood of an alternate version of events.

Homicide of a 39-year-old male in Logan in December 2025. We examined five witnesses with the hearing program providing information not previously known and corroborating information already obtained.

Suspected homicide of a 71-year-old male between August and November 2025 at Mackay. We examined seven witnesses with the hearing program corroborating evidence obtained and opening new lines of inquiry.

Homicide of a 53-year-old male in January 2025 in South-East Queensland. We examined five witnesses with the hearing program providing a timeline of relevant events and narrowing lines of inquiry.

Cold case investigation into the homicide of a 45-year-old male at Booyal (or elsewhere) in January 2000. We examined five witnesses the hearing program assisting in confirming a timeline of relevant events and creating new lines of inquiry.

The following investigations remain ongoing and concern the:

Suspected homicide of a 23-year-old female at Logan in July 2024.

The separate homicides of two males in 2002 which are believed to be linked. The matter has resulted in a multi-jurisdictional investigation.

Suspected homicide of a 56-year-old male in August 2025 in the South Burnett Region.

Crimes against children and vulnerable people

Investigations

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 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 Referrals.

In 2025–26, we supported several QPS investigations involving homicides and other alleged serious crimes against children, assisting the QPS to progress **eight investigations** by examining **15 witnesses** over 19 days. These include the following matters:

Unexplained injuries sustained by an infant between December 2012 and February 2013. Previously referred to the CCC, we examined three witnesses with the hearing program assisting in developing further detail around injuries to the infant that was not provided in 2013.

Suspected unlawful killing of a 16-month-old child in January 2022. We examined six witnesses with the hearing program assisting in clarifying discrepancies and enabling new lines of inquiry.

An investigation into child sexual abuse offences between 1983 and 2021. We examined two witnesses with the hearing program assisting in corroborating information already obtained.

Homicide of a four-month-old infant in February 2024. We examined one witness with the hearing program assisting in confirming information of relevance for investigators. The following investigations remain ongoing and concern the:

Grievous bodily harm inflicted on an infant between December 2024 and January 2025.

Grievous bodily harm of a nine-week-old child in April 2026.

Sexual offences involving a minor alleged to have been committed between November 2015 and December 2016.

Legislative reform

The CCC advocates for legislative reform to improve our ability to anticipate and respond to the changing nature of our operating environment.

Crime and Corruption and Other Legislation Amendment Act 2024 (CCOLA)

Major amendments to the CC Act commenced on 31 August, 2025 which included consolidation of chapter 3 and 4, creating a single set of investigative and enforcement powers applying to both crime and corruption divisions. The CCC reviewed all impacted parts of the Operations Manual and related instruments to ensure the CCC was prepared for the commencement of the CCOLA laws. CCC officers received training in the CCOLA changes, and in the major changes to the Operations Manual impacting on their work.

Reducing corruption and improving integrity in the public sector

Our ***Corruption Strategy 2023–2027*** sets out our commitment to ensuring Queenslanders can have confidence in the work we do and in our oversight of the public sector. In 2025–26, our impact can be measured by our improved complaints management, the outcomes and system improvements that resulted from our investigations, and our use of intelligence and insights to build public sector capability and corruption-resistance.

The Corruption function and its priorities

The *Crime and Corruption Act 2001* recognises that the integrity of the Queensland public sector does not solely depend on the actions of the CCC. Directors-General and CEOs of units of public administration (UPAs) have primary responsibility for the conduct of their staff and for reducing and dealing with corruption in their agencies. As the state's anti-corruption body, the CCC has been given specific statutory functions, powers and capabilities that enable it to play a major operational and oversight role in promoting confidence in the state's public institutions.

The major components of the CCC's Corruption function are:

- receiving and assessing complaints of corruption
- investigating the most serious alleged corrupt conduct
- monitoring how agencies investigate the corruption matters referred to them to deal with
- building the capacity of agencies to prevent and deal with corruption.

The Corruption Division balances two pipelines of work, giving us breadth and depth in our approach:

- The large number of complaints we receive gives us broad visibility of current and emerging concerns from the public sector and the general community about suspected corruption in government. It also allows us to assess agencies' integrity systems and their capacity to deal with such matters autonomously, or identify where they require additional investigative powers and support from us.
- Out of the broad range of matters that we see, we currently focus our efforts on seven priorities. These have been identified through our operational work, data analysis, intelligence, research and feedback from stakeholder agencies as problematic behaviours of long standing or areas of high vulnerability to corruption. They also give us a strong forward focus to our corruption risk assessments as Queensland prepares for the 2032 Olympic and Paralympic Games.

Our current priorities are:

- Corruption in grant funding, regulation and licensing
- Corruption in recruitment involving senior executive positions or above
- Corruption by elected officials
- Complex procurement, including major infrastructure and development projects
- Use of confidential information to facilitate a serious offence
- Police responses to domestic and family violence and police perpetrated domestic and family violence
- Excessive force against a young person, including in watchhouses and detention centres.

Assessment of complaints: managing increasing numbers

In 2025–26, we **received 5,801 complaints** of suspected corruption. **657 complaints were triaged** as meeting the criteria of serious, systemic and strategic.

The number of **complaints we receive has been steadily increasing** since 2015–16, with a seven per cent increase this year (up from 5,422 last year). This is in addition to the **28 per cent increase** from 2022–23 to 2023–24 and the **eight per cent increase** from 2023–24 to 2024–25. This makes it an **overall increase of 47 per cent** over the last 4 years.

- **Complaints against the QPS** have decreased **by two per cent** when compared to 2024–25. It is noted the QPS has implemented changes to its complaints assessment process and the impact and correlation to this decrease is subject of further consideration.
- Overall, **complaints involving local governments** increased **by 16 per cent** when compared to 2024–25 (up from 428 complaints to 495 complaints).
- **Complaints about other UPAs** (excluding QPS and local government) have **increased 16 per cent** when compared to 2024–25.

Based on our analysis of complaints and broader monitoring of the corruption risk landscape, there is no single causal factor driving the increasing trend. There are several factors that are likely driving these trends — including growth in the Queensland population, changes to staffing numbers in public agencies, increased demand on government services, as well as the impact of reviews and inquiries focusing on particular sectors. Broader changing public attitudes towards government and levels of trust and confidence in the delivery of government services is also likely impacting many of the trends we are seeing in complaints.

Table 1 shows the outcomes of complaints assessed in 2025–26. We **assessed 60 per cent of complaints within 30 days**. While this is an improvement when compared to 2024–25 (up from 55 per cent), the continued increase in complaints - and the number of matters identified as potentially serious and requiring further inquiries to inform their assessment, continues to impact the timeliness of our assessments.

In October 2025, we introduced a **new performance measure** Percentage of complaints assessed within 45 days. Ongoing internal reviews have demonstrated that the assessment of complaints requires a more protracted timeline to ensure all relevant information is captured to enable the appropriate triage and assessment of matters related to suspected corruption. In 2025–26, we **assessed 75 per cent of complaints within our target of 45 days**. Ongoing, we continue to invest considerable effort into improving our assessment service delivery, capabilities, and ways of working.

Of the complaints that fell within our jurisdiction, we **commenced 20 investigations** and **finalised 26 investigations** (*some having commenced in previous years*).

Table 1: Outcomes of complaints assessed 2025–26

Description	Number
Retained for CCC investigation[25]	20
Referred to the appropriate agency, subject to the CCC's monitoring role	46
Referred to the appropriate agency, outcome advice required by the CCC	375
Referred to the appropriate agency, with no further advice required by the CCC	3,823
Requiring no further action	1,934
Total complaints assessed	**6,198**

25 The total number of complaints retained for investigations (after assessment) in 2025–26 may differ to the total number of investigations commenced for investigation due to the CCC assuming responsibility for complaints originally referred to UPAs to be dealt with.

Corruption investigations: establishing what happened and why

The CCC does not investigate every complaint it receives. The CC Act states that the CCC must focus on more serious and systemic cases of corrupt conduct within an agency.

When we investigate a complaint, our investigators collect and assess the evidence and, if the evidence suffices, the CCC sends a report to:

- the agency involved so it can consider any disciplinary charges warranted and/or modify its processes to prevent the corrupt conduct occurring in the future, and/or
- a prosecuting authority to consider whether any prosecution action is warranted.

The CCC does not determine guilt, nor do we discipline anyone. Only a court can decide if someone is guilty or not guilty of a criminal offence, and only a Chief Executive Officer of a public sector agency, their delegate, or a tribunal, has the power to impose a disciplinary sanction on a public sector officer.

The second, equally important, purpose of a corruption investigation is to examine the environment in which the conduct occurred. Our prevention advisors work with agencies to identify corruption vulnerabilities – actual or potential – and recommend or co-design remedial strategies to prevent recurrence and promote public confidence.

Table 2 shows that in 2025–26 the CCC **charged six people investigated as part of corruption investigations with 22 offences,** including fraud, official corruption and misconduct in public office.

In 2025–26 the CCC **finalised 26 investigations** and at 30 June 2026, the CCC currently has 16 ongoing corruption investigations.

The **results of the 26 finalised investigations** with referrals relating to specific conduct, were as follows:

- **Five investigations** resulted in briefs of evidence relating to fraud and other offences being referred to the Office of the Director of Public Prosecutions (ODPP) for advice as to the suitability of a criminal prosecution
- **One investigation** resulted in a brief of evidence relating to Commonwealth criminal offences, including structuring and **money laundering** offences, being referred to the Office of the Commonwealth Director of Public Prosecutions (CDPP) for advice as to the suitability of a criminal prosecution.
- **One investigation** resulted in four counts of fraud where the defendant was sentenced on a plea of guilty to two years imprisonment, suspended after six months, with an operable period of four years.
- **One investigation** resulted in a referral pursuant to s49(2)(f) of the *Crime and Corruption Act 2001* to a UPA for their consideration of whether disciplinary action should be taken against one or more persons identified in the CCC's investigation report.

Table 2: Summary – CCC corruption investigations 2025–26

Description	Number
Total number of investigations commenced[26]	20
Total number of Investigations finalised	26
People charged	6
Charges laid	22
Recommendations for disciplinary action	12
No. of people	11
Prevention recommendations	**38**

26 The total number of investigations commenced in 2025–26 may differ to the total number of complaints assessed as retained for investigation due to the CCC assuming responsibility for complaints originally referred to UPAs to be dealt with.

- **Four investigations** were finalised in relation to **misappropriation** and **misuse of authority** and were referred to the UPA subject to CCC monitoring. This followed an extensive CCC investigation of several complaints where evidence identified policy and procedural non-compliance, and it was considered appropriate for referral to the UPA.
- **Two investigations** in relation to **misuse of authority** and **threatening behaviour** directed towards colleagues were disseminated to a relevant authority for consideration and attention.
- **12 investigations** were finalised in relation to **misuse of information**, **misuse of authority**, **misappropriation** and **unprofessional personal conduct**. The investigations found insufficient evidence to refer the matters under the provisions of s49 of the *Crime and Corruption Act 2001*.

In addition**, 15 of the 26 finalised investigations** also resulted in **38 corruption prevention recommendations** on topics including:

- a detailed **review of the relevant electoral and local government legislation** to identify areas for reform arising out of **Investigation Murray**, our investigation into allegations of corrupt conduct by the Mayor of Townsville (*see more information below*).
- further **educating UPAs** in their contractual obligations when employing contract workers in government
- **strengthening guidelines, instructions, policies and procedures** and internal record-keeping with respect to governing the official duties of a UPA's board members and staff
- **strengthening the framework and processes** for engaging suppliers and how procurement exemptions are identified and recorded
- **robust recordkeeping practices** for the management of conflicts of interest, including timely documentation of declarations, assessments and management strategies
- **a review of the Office Accommodation Management Framework**, *Treasury Leasing Approval Policy 2019,* clearly defined roles for teams involved in leasing/procurement; and internal assurance mechanisms and cultural reform.

Investigation Murray report published under new restored reporting powers

On 27 November 2025, the CCC tabled its report, *Investigation Murray: An investigation into allegations of corrupt conduct by the former Mayor of Townsville, Mr Troy Thompson*[27].

The investigation did not result in any criminal charges being laid.

The investigation highlighted important issues, including the need for stronger systems and processes to ensure truthful conduct by electoral candidates, better detection and management of false or misleading information, and appropriate handling of confidential material.

The investigation found gaps in current practices that limit the ability to identify and respond to misleading claims. The CCC has recommended legislative reform to improve verification of candidates' statements, strengthen enforcement of offences such as misleading voters or disclosing confidential information, and align local government requirements with the broader public sector, including post-separation disciplinary processes.

This was the first public report to be published under the restored powers *Crime and Corruption (Restoring Reporting Powers) and Other Legislation Amendment Act 2025*, with other investigation-based reports presently in various stages of preparation and proposed to be released in 2026–27.

27 Read our corruption investigation report *Investigation Murray* is available at: www.ccc.qld.gov.au/publications/investigation-murray.

Monitoring: ensuring public confidence

The CCC's functions include monitoring and reviewing the way in which UPAs manage allegations of serious and systemic corruption referred to them to deal with. Monitoring how a UPA deals with a matter helps promote public confidence and enables the CCC to more actively support a UPA to build their capacity and capability in dealing with a matter.

The CCC's statutory monitoring function also includes the CCC proactively issuing advisory guidelines and directions on how investigations should be conducted, whether on an individual or general basis.

The CCC's monitoring approach focuses on:

- greater **engagement with UPAs** at the beginning of an investigation to support investigation planning
- flexibility on the level of **oversight and reporting timeframes** based on the complexity of the matter, and capacity and capability of the UPA
- structured **engagement and follow up during an investigation** to enable the CCC to provide guidance or intervene and assume responsibility, if required
- improving **investigative quality and prevention outcomes**, particularly where UPAs have limited in-house capabilities.

In 2025–26, a total of **49 new matters were referred for monitoring** and 46[28] monitored matters were finalised. As at 30 June 2026, 82 current matters were being monitored by the CCC.

Of the **46 final reviews completed**:

- 30 related to **12 public sector agencies** (with multiple complaints/investigations about the same public sector entity)
- 4 related to **local government councils** across two entities (one with multiple complaints)
- 12 related to the **Queensland Police Service**.

In relation to the public sector matters, most related to allegations of **excessive use of force**, **failure of duty**, **misuse of authority** and **misuse of information**. Through the monitoring process, no major issues were identified with the conduct of the investigations by the agencies. Where allegations were substantiated, the CCC agreed with the proposed discipline sanctions or actions being taken. A total of **11 prevention recommendations** were made by the CCC to these entities to help build their corruption resistance.

For the local government matters, most related to allegations of **misuse of authority** within **procurement** and **recruitment processes**. The CCC identified opportunities for improvement with how an investigation had been conducted for one of the matters, In one matter the CCC disagreed with the discipline sanction proposed for the subject officer and requested a statement of reasons for the decision which was refused by the entity. The matter is currently before the Queensland Civil and Administrative Tribunal. The CCC made procedural recommendations in relation to one matter that was subsequently accepted and implemented by the council.

In relation to the QPS matters, most related to allegations of **excessive use of force** and **misuse of information**. The CCC was satisfied that all relevant lines of enquiry were undertaken and the findings supported by the evidence for each investigation. In each matter the CCC agreed with the recommended outcomes and proposed strategies to deal with any identified disciplinary or performance matters. **Four prevention recommendations** were made to the QPS in relation to these matters.

28 46 matters refer to final investigation reports.

CCC oversight of QPS

Due to the unique oversight role the CCC has over the QPS compared to other public sector agencies, several mechanisms are in place to support the CCC to monitor and oversee QPS responses to police misconduct and corrupt conduct.

Joint Assessment and Monitoring Committee

The *Joint Assessment and Monitoring Committee* (JAMC) includes senior representatives from the CCC's Corruption Division and the QPS' Ethical Standards Command. The JAMC enables mutually beneficial collaboration between the QPS and the CCC in accordance with the principles outlined in section 34 of the CC Act.

The JAMC is responsible for supporting the joint oversight and delivery of effective and efficient police misconduct and corrupt conduct assessment, investigation and discipline management processes, practices, and systems, subject to oversight by the CCC under the CC Act. The JAMC provides a regular forum for inter-agency relationship building and information sharing on matters of mutual interest.

Police related deaths and significant events

A Memorandum of Understanding (MoU) between the State Coroner, QPS and the CCC has been in place since June 2019 and confirms the roles of the relevant agencies in relation to these incidents/events.

Accordingly, the CCC is informed of all police-related deaths as well as other significant events involving police.

The CCC may elect to attend an incident if there are public interest concerns, for example, where a police officer has discharged their firearm, regardless of whether there have been injuries or deaths.

In 2025–26, we had **oversight of 16 new police related deaths**. Most of these relate to self-harm, traffic incidents and the discharge of a police firearm. As at 30 June 2026, the CCC has oversight of 53 police related deaths that are still active with the QPS Ethical Standards Command or the State Coroner.

As part of the CCC's police oversight role, we also review QPS incidents that result in serious injury to an alleged offender, or significant events. We review these types of incidents to independently assess if there is a reasonable suspicion of police misconduct or corrupt conduct that may require QPS to take additional action to prevent future incidents from occurring.

In 2025–26, we **reviewed 158 QPS significant events**, of these the CCC identified 17 matters requiring a complaint to be raised. Most significant events resulting in a complaint related to use of force and injuries obtained during an arrest or while in custody.

Reviews of QPS Disciplinary Decisions

The CCC continues to review[29] police discipline decisions to identify whether the findings and decisions as to substantiation and sanction are available and/or appropriate, or whether the decision is potentially affected by an error of law such that the CCC should file a review application in QCAT.

In 2025–26, the CCC **reviewed 128 police discipline decisions** and filed 17 reviews in QCAT.

29 A reviewable decision is a decision made by a prescribed police officer in an internal disciplinary process against a prescribed person (that is, another police officer who is generally referred to as the subject officer) concerning an allegation of police officer misconduct. The term reviewable decision is defined in sections 219BA and 219O of the CC Act.

Corruption prevention: targeted and intelligence-led

The CCC's prevention work recognises that effective and sustained corruption prevention relies on UPAs taking primary responsibility for detecting, preventing and responding to corruption in their organisations.

The CCC's role is to support and work in collaboration with UPAs to ensure they have the resources, information and tools they need to build their capacity to prevent and deal with corruption, and to engage and communicate across the public sector and with the community in raising awareness about corruption and how to prevent it.

To do this, the CCC's **prevention and engagement program** includes:

- **Supporting CCC investigations** and monitored matters through the provision of prevention advice and assisting in the preparation of public reports, including developing recommendations to prevent future corruption occurring, and to promote and public confidence that corruption is being dealt with appropriately
- **Auditing** how well public sector agencies prevent, detect, and manage corruption risks
- **Sharing insights and intelligence** on longstanding, current and emerging corruption risks and trends
- **Engaging and communicating** with key sectors and stakeholders through targeted information products.

In 2025–26 we completed a number of strategic assessments, information products and audit-related materials, including the following:

- In line with our priority focus on **Elected officials** we completed a strategic intelligence assessment examining corruption risks and trends associated with the **local government sector** to support prevention and engagement activities. Related products included a summary of corruption trends and themes; a factsheet for councillors, council Chief Executive Officers (CEOs) and employees to enable them to proactively **identify and manage potential corruption risks**; and a snapshot of key findings about perceptions of corruption in local government from our *2025 Corruption Perceptions Survey*.
- We also completed a strategic intelligence assessment examining corruption in recruitment in line with our current corruption priority **Corruption in recruitment involving senior executive positions or above.** Insights from this assessment will be used in supporting prevention materials in 2026–27.
- In April 2026, we provided agencies with an updated guide on ***Minimising fuel fraud in the public sector*** in the context of fuel market disruptions, associated cost of living pressures and increased vulnerability to misuse of public assets.
- We *shared prevention observations, recommendations and advice* arising from several investigations and monitored matters, complaints received by the CCC and engagement with UPAs to build *fraud and corruption awareness* and support a proactive risk culture across Queensland's public sector.
- We finalised development of a new **corruption audit framework** and *Forward Audit Plan for 2025–28*. The program focuses on auditing UPAs complaint management practices and examining how agencies have responded to recommendations made by the CCC to prevent corruption.

Objective: ***Safe and capable***

Key strategies:

- Develop leadership and management capability to lead change, achieve high performance, and influence connection to agency purpose.
- Embed a shared responsibility for the physical, psychological and cultural wellbeing of every person in every interaction.
- Deliver talent attraction and retention initiatives that reflect the changing needs of the workforce and societal expectations.
- Develop workforce capability to meet the operating needs within a complex and evolving working environment.
- Leverage and invest in technology and tools to enhance digital capability and improve system cross-functionality.
- Invest wisely in robust information security measures to stay ahead of potential threats.

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.

In 2025–26, we demonstrated our commitment to building a stronger, more capable organisation by delivering on our strategic plan key deliverable of developing critical organisational capabilities including digital, analytics, intelligence and workforce.

Upholding public trust

We understand as an integrity agency that our workforce is entrusted with upholding public confidence and must therefore adhere strictly to key priorities, such as ethics, the code of conduct and human rights. These principles form the foundation of our agency's credibility, guiding decision-making and behaviour to ensure fairness, impartiality and accountability.

The CCC's ***Code of Conduct*** sets the standard of conduct expected of our workforce and is consistent with the ethics principles and values outlined in the *Public Sector Ethics Act 1994:*

- Integrity and impartiality.
- Promoting the public good.
- Commitment to the system of government, and
- Accountability and transparency.

These principles underpin our values (see page 10), and they are embedded within individual ***Performance and Development Agreements*** (PDA).

Each new starter at the CCC is provided with a copy of our Code of Conduct in their letter of offer of employment and completes a Code of Conduct eLearning module in their first week of employment. Ongoing, our people complete mandatory eLearning every two years.

Translating privacy legislative reform into practice

Following the introduction of the ***Mandatory Notification of Data Breach (MNDB) scheme*** in the *Information Privacy Act 2009* (Qld) on 1 July 2025, the CCC published our MNDB policy to provide information to the public about how the CCC manages data breaches. The CCC adopted a new MNDB procedure which sets out the obligations on CCC officers to identify data breaches and provides guidance about how to report data breaches. All CCC officers received training in the new MNDB scheme shortly prior to its commencement. The CCC did not notify any eligible data breaches to the Queensland Information Commissioner during the year. All CCC officers undertake refresher Information Privacy training each year, which now includes a module relating to the MNDB scheme.

Respecting, promoting and protecting human rights

On 1 January 2020, the *Human Rights Act 2019* (Qld) came into effect. As a public entity, the CCC has obligations to act and make decisions in a way that is compatible with human rights, and to give proper consideration to human rights when making decisions. The CCC is committed to respecting and protecting human rights in its actions and decision-making, and to embedding a culture that promotes human rights within our agency.

In 2025–26, we continued our ongoing commitment to human rights by:

- continuing regular human rights training to ensure our people remain aware of their obligations under the *Human Rights Act 2019*
- considering human rights in our strategic and operational planning activities
- reflecting our commitment within our *Strategic Plan 2023–27 (Updated 2025)*
- incorporating human rights considerations into our processes for handling complaints, making decisions, exercising our powers and developing, amending or rescinding policies and procedures, and
- providing resources and guidance material that support our *Human Rights Policy and Procedure.*

In 2025–26, the **CCC received five complaints** from complainants that raised an alleged contravention of section 58(1) of the *Human Rights Act 2019* in relation to an action or decision made or taken by the CCC. The CCC did not receive any human rights complaint raised through the Queensland Human Rights Commission.

Of the five complaints, three complaints were finalised as of 30 June 2026 and the other two complaints remain open. The outcomes of the finalised complaints were:

- 2 complaints were assessed that there had been no contravention of section 58(1); and
- 1 complaint was assessed that human rights had been unreasonably limited resulting in an apology being issued to the complainant.

Supporting reconciliation

The CCC continued to strengthen its commitment to reconciliation through practical initiatives that promote cultural awareness and respect for Aboriginal and Torres Strait Islander peoples.

The CCC's ***Acknowledgement of Country Policy*** was updated to encourage staff to personalise their Acknowledgement of Country, where appropriate, in addition to using the approved minimum scripts. This approach recognises that a personalised Acknowledgement can demonstrate genuine respect, reflect the purpose of a meeting or event, and contribute to progressing reconciliation by recognising the enduring connection of Aboriginal and Torres Strait Islander peoples to Country while fostering greater cultural understanding and awareness.

The CCC also continued to promote **key national reconciliation events** by providing information and resources to all staff during occasions such as *National Reconciliation Week* and *NAIDOC Week*. In July 2025 the CCC hosted a *First Nations: Walking in Two Worlds* event providing access to a forensic psychologist and educational and development psychologist who delivered an interactive session covering culture, safety, identity and generational trauma.

Shaping a future-ready, inclusive workforce

The CCC has invested in developing strategies to provide clear direction and alignment in accountability in key areas of organisational performance and culture. These strategies ensure we are future-focused and responsive to emerging challenges and positioned to attract, support and retain a capable and diverse workforce.

Workforce Strategy

Our *Workforce Strategy 2023–27* was developed through analysis of external review findings, internal documents and data, informal employee inputs, survey responses and facilitated strategic planning processes with the extended leadership group. Our focus is on:

- **Undertaking outcome-focused work** enabled by data, digital technology and innovation, insights and data solutions.
- **Creating a diverse, engaged and adaptable workforce** with the right mix of experience, specialist skills and attributes, who embrace working in multi-disciplinary teams and continuous improvement.
- **Fostering a 'greater place to work'**, underpinned by organisational agility, role clarity, effective governance, a strong performance culture, robust workforce strategy, and effective workforce management systems.

Digital and Data & Analytics Strategies

Our *Digital and Data* & *Analytics Strategies 2023–27* ensure we leverage and invest in technology to enhance our digital capability and improve systems and cross-functionality:

- **optimising digital investments** by leveraging emerging technologies to enhance efficiency and effectiveness
- adopting a holistic view to continually **enhance our digital operating model** driving our digital transformation
- **creating high-value datasets** that support the CCC's strategic priorities, and
- **embedding and empowering** data literacy, data-driven decision-making and use of innovative analytics to deliver value to the CCC, stakeholders and partners.

Our **Digital and Data and Analytics capability** is essential to delivering a number of our strategic objectives. To learn more about the progress of these strategies see pages 61–63.

Diversity, Inclusion and Belonging Strategy and Action Plan

Our *Diversity, Inclusion and Belonging Strategy and Action Plan 2025–26*[30] continues to guide CCC approaches to creating an inclusive culture where difference is celebrated and everyone feels a true sense of belonging, regardless of race, gender, sexual orientation, age, disability, neurodiversity or any other characteristic.

The strategies and action plan focuses on:

- Diversity – ensuring we have a wide range of differences across our employee population – our focus is on establishment and monitoring targets.
- Inclusion – maintaining an environment where individuals feel respected and empowered to contribute – our focus is on leadership and systems, policies and processes.
- Belonging – embedding a sense of acceptance, connectedness and value, creating trust and shared purpose – our focus is on active engagement.

For equity and diversity statistical information see page 69.

30 Our *Diversity, Inclusion and Belonging Strategy and Action Plan 2025–26* is available on our website at: www.ccc.qld.gov.au/publications/diversity-inclusion-belonging-strategy-2025-26.

Creating a safe and psychologically supportive work environment

Physical and psychological safety are recognised as foundational to employee engagement, trust and performance. We are committed to delivering a program of initiatives aimed at developing a physically and psychologically safe workplace to protect the wellbeing of our people and create a positive and productive environment.

As a representative body, our ***Organisational Safety and Wellbeing Committee*** plays an important role providing oversight, guidance and endorsement of strategies and initiatives that support a safe and healthy workplace. The committee provides a formal mechanism for endorsing new approaches, ensuring they are evidence-based, practical and inclusive.

Key services available to our people include access to:

- Free counselling through the **Employee Assistance Program**, available to commission officers and their immediate families.
- Induction and **annual psychological health screening** for commission officers who are employed in "identified positions" which are positions which may be impacted by information, images or sounds that could be disturbing.
- Reasonable adjustments where a **psychological health screening** identifies that a commission officer may require additional workplace support
- A comprehensive suite of **mental health first aid courses** and accreditation.
- Where needed, **rehabilitation programs** to support our commission officers returning to work after a medical absence. This may include reasonable adjustment, reduced days/hours or alternate duties to encourage early engagement with the workplace.
- Formalised **flexible work arrangements**.

The CCC has maintained "*Skilled Workplace*" status through ***Mental Health First Aid Australia*** (MHFA) in recognition of our commitment to meaningful change through mental health first aid training. The CCC has 27 staff members (8% of our workforce) who currently hold *MHF Aiders accreditation*.

Listening to our workforce

We recognise inputs from our workforce are essential to building an engaged, innovative and high performing agency. We systematically gather insights which drive practical, informed decision making to enhance the employment experience.

In May 2026 we deployed our new employee engagement survey ***CCC Engage***. Using an existing survey tool, the project team undertook extensive consultation with divisional leadership teams to:

- Determine appropriate demographic data to be collected
- Identify and refine survey items
- Communicate the purpose and intended outcomes of the survey
- Encourage local engagement and participation in the implementation of the new survey.

The *CCC Engage survey* was open for two weeks and achieved a **72.2% participation rate**. A number of survey items returned very strong results reflecting positive employee experiences and demonstrating where existing practices, leadership approaches and workplace initiatives are working well. A number of the survey items returned comparatively lower ratings, providing valuable insight into aspects of the employee experience that may require further attention and targeted action.

Each division, and business units with more than 10 survey responses, have committed to developing tailored action plans focused on practical initiatives to foster a positive and engaging workplace. These plans are intended to promote shared responsibility between employees and managers in creating and maintaining a positive workplace culture.

We have continued to gather employee input throughout the year, through:

- **Onboarding surveys** at one-month, six-month and twelve-month intervals are undertaken to capture feedback from new starters about their early experiences. This early feedback allows issues to be addressed quickly, improves the induction and onboarding experience and supports employee engagement and retention.

- **Offboarding surveys** are used to gather feedback as a commission officer is leaving the agency. This feedback is analysed for trends or recurring issues that may be contributing to turnover.
- **Learning and development evaluation surveys** are deployed pre-event, post-event and two-month post-event. This information is used to determine if learning needs are being met, demonstrate return on investment and inform future training strategies.
- **Consultation on initiatives and updates to policy**. Recent initiatives which actively engaged leadership teams and the broader workforce through the design and development phases include the re-development of the recruitment and selection policy and supporting resources and the continuous improvement and innovation initiative.

Investing in capability uplift and learning and development

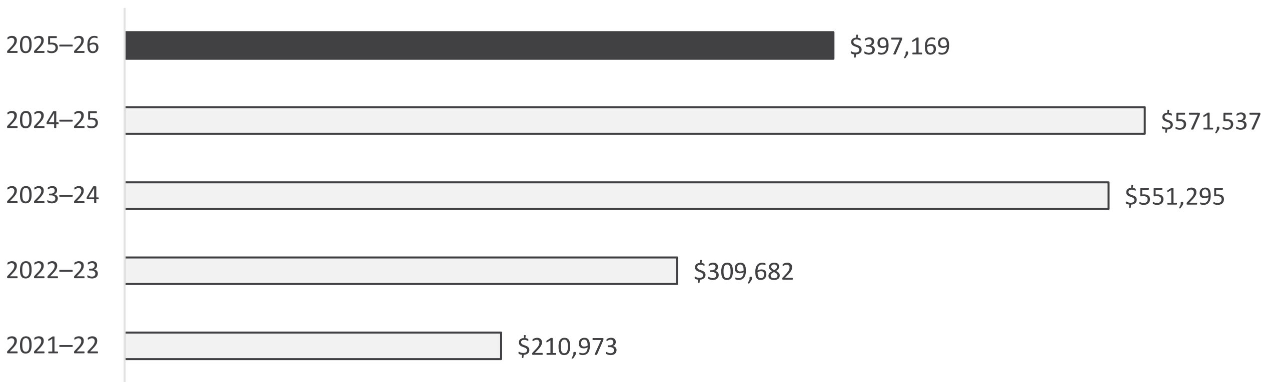
We are committed to investing in contemporary practices and ongoing professional development across our workforce. Our approach focuses on building the skills, knowledge and confidence in commission officers to perform their roles effectively, adapt to change, and embrace innovation. We believe by supporting continuous learning and career progression, we foster a capable future-ready workforce that is equipped to deliver high quality outcomes.

Mapping and funding organisational capability

Targeted capability frameworks have been strategically developed and invested in to address the CCC's distinct priorities and emerging challenges. Each year capability priorities are reviewed and funded, including:

- **Digital Assets** – During 2025–26, our *Digital Assets Specialist* continued developing the CCC's digital asset people capability framework and assessing the CCC's current investigation and technical training courses. A number of ***advanced digital asset investigation and technical training courses*** were delivered during the year, which continue to be supported by facilitated discussion sessions and additional investigation scenarios. Engagement with external law enforcement stakeholders continues to be a priority to ensure capabilities remain current and fit for purpose in the evolving digital asset space. Training initiatives to address capability gaps in other units are expected to progress in 2026–27.
- **Financial investigators** – The CCC's Crime Division continued to respond to emerging and strategic risks by progressing a financial investigative capability framework for Financial Investigators within the Crime Division. Multiple units of the *Proceeds of Crime Introductory Training Program* (ITP) were updated and five units were delivered between November 2025 and January 2026.

Figure 21: Investment in the training and development of our people from 2021–22[31] to 2025–26[32]



31 2021–2022 previously reported figure does not include Professional Membership payments.
32 2022–2026 figures include direct professional development and training cost, plus Study Assistance and Professional Membership payments.

The capability framework previously developed during 2024–25 underwent consultation and final formatting changes to ensure consistency with other *Crime Division capability frameworks* is now complete. Implementation will commence in 2026–27.

- **Intelligence officers** – In July 2025, the CCC's Crime Division commenced work on developing a ***core intelligence capability framework for intelligence officers*** following a gap analysis between existing capabilities and defined competencies. The framework will provide development pathways and training programs to align skills, knowledge and attributes to industry standards. In conjunction with core competency workshops conducted in 2025–26 and core competencies of partner agencies, an initial list of core competencies was developed. The transformation to an overarching intelligence capability framework allows it to better fit with the form and structure of the capability frameworks governing financial investigators and digital assets within the CCC. Multiple training sessions on the use of structured analytic techniques have been developed and delivered. Delivery of the framework will commence in 2026–27.
- **Corruption Investigators** – At a 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.
- **Trauma-informed practice** – In 2025, we piloted a range of foundational and specialised *trauma-informed training initiatives* to strengthen workforce capability. Face-to-face workshops, facilitated by a clinical psychologist, introduced the *CCC model for trauma-informed practice* and provided structured discussions that enabled participants to deepen their understanding of trauma and its impacts while applying their learning to practical case studies. The workshops also encouraged participants to reflect on strategies for maintaining their own wellbeing and building personal resilience when working with people affected by trauma.

  To complement the workshops, a suite of eLearning modules was also piloted, providing flexible, self-paced learning opportunities that reinforced key trauma-informed principles and supported ongoing professional development.
- **Digital and Data Capabilities** – In 2025–26 we advanced identification of opportunities for digital literacy uplift. Rather a broadscale generalised approach, the approach aimed to identify specific means to provide appropriate uplift to selected target groups, such as system owners and data custodians. The opportunity will be further developed and implemented in 2026–27.

Developing our people

The biannual ***performance development agreement (PDA) process*** supports the development of our people through an opportunity to discuss career goals, development opportunities and set performance expectations with their line manager. Development is encouraged through both formal and informal opportunities providing commission officers with the necessary knowledge, skills and resources to enhance their performance, productivity and foster professional growth.

In September 2025 we introduced a *new PDA form* designed to support more meaningful conversations, encourage two-way feedback and promote shared goal setting with a clear focus on the activities that will drive success. Of note the new approach includes a guided reflection intended to assist commission officers and their managers to build on strengths, address challenges and set a clear path for moving forward.

In addition to the previously outlined capability initiatives, 75% of commission officers have engaged with one, or more, the agency's suite of in-house managed professional development programs, which are aligned to the targeted capability frameworks and the *1CCC Critical Skills* identified through workforce planning. To support ongoing learning, the agency has implemented a forward-planned calendar of events, offering opportunities across areas such as:

- People and leadership
- Communication skills
- Digital literacy
- Diversity and inclusion
- Legal
- Work health and safety.

We also continued to support our people through:

- facilitating access to self-directed discretionary learning through our IT-enabled platform, *CCCLearning* (66 CCC staff)
- supporting opportunities to attend a range of industry-specific workshops, seminars and conferences
- supporting tertiary study by providing financial assistance toward course fees and granting study leave (11 CCC staff), and
- reimbursing between 50 and 100 per cent of professional membership fees (27 CCC staff).

Strengthening leadership

We are committed to developing leadership capability across all levels, with a focus on both emerging and existing leaders. This includes providing opportunities for staff to step into *relieving or higher duties* roles to gain firsthand leadership experience and build confidence.

Access to external leadership programs and professional coaching further supports individual development, complemented by a suite of standard learning offerings delivered through both internal and external providers. Notably, 15 commission officers have participated in the *People Matters program*, a leadership program developed by the Queensland Public Sector Commission (PSC). This program provides the opportunity for our commission officers to participate in peer learning with public servants from across the sector agencies, building their professional networks. Twenty-seven commission officers have participated in in-house leadership development sessions, encouraging shared language and cross-agency collaboration. Over several months a small cohort of senior leaders undertook an action learning process, guided by the CEO, to explore leadership in response to continuous improvement and innovation.

Attracting, engaging and retaining talent

We aim to further strengthen an employee value proposition with current and future commission officers. By aligning culture, development, wellbeing, and integrity, we seek to empower our people to contribute meaningfully to our purpose and to the community we serve.

We participate in the Department of the Premier and Cabinet's ***Future Leaders Graduate Program*** hosting two six-month placements each year, providing opportunities to actively contribute to the work of the agency while supporting individual professional development.

The CCC also offers a ***paid summer internship program*** to third or fourth year university students to participate in a 10-week placement over the summer semester break. Students then return for a further four-week placement in the winter break. In 2025–26 we welcomed two legal interns who were placed in Crime Hearings and Corruption Legal and an intern who was placed in Corruption, Prevention and Engagement.

We have also provided ***professional practice placement opportunities*** to three university students across a range of teams, supporting the practical learning requirements of their respective courses while contributing to the development of future professionals

Living our values together

Our ***Values and Culture Group*** (VCG), consisting of representatives from each of our business units, continues to lead initiatives to embed and support our organisational values of *People, Accountability, Integrity, Courage* and *Excellence* (PAICE).

The VCG hosts our ***annual 1CCC PAICE Awards ceremony***. The PAICE Awards provide an opportunity to recognise and celebrate our staff for displaying our CCC values in action. We also recognise staff contribution to reconciliation at this annual event.

The annual *PAICE Awards ceremony* held on 6 August 2025 recognises and celebrates staff who had been nominated by their peers.

Overall, there were nominations recognising:

- 67 individuals, and
- 13 teams.

There were five individual winners, one for each of the CCC values, an all-rounder and team winners.

On 15 October 2025, our VCG coordinated the ninth ***annual Team CCC Day*** — a day our people come together to participate in fun employee-led activities, strengthen workplace relationships and celebrate our value of '*People*'.

Objective: ***Accessible, accountable and collaborative***

Key strategies:

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

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.

In 2025–26, we delivered on our strategic plan key deliverable to effectively engage with stakeholders, partners and the community to promote a culture of transparency, accountability and confidence.

Engaging with our crime stakeholders

The substantial and rapid transformation of our operating environment continues to challenge basic assumptions that underpin our law enforcement and criminal justice systems. Technology is changing the way we work, as well as the critical capabilities required for effective responses to the increasingly complex, global and technical crime environment. This means we need to be focused on utilising our resources for most impact and responding to the most relevant issues and concerns.

Meaningful engagement with our stakeholders ensures we are better positioned to manage these strategic risks, learn from them, and pool our resources and capabilities to solve problems that we could not achieve alone.

Crime stakeholder engagement strategy

We engage closely with the QPS and partner Commonwealth law enforcement agencies to remain informed and responsive to emerging major crime threats and issues, to optimise the value of collaborative opportunities and the use of resources, coordinate activities and avoid duplication of effort.

Since 2022, our stakeholder engagement strategy has been supported by a digital solution that enables the CCC’s Crime Division senior management group, its intelligence team, and strategy and performance team, to capture, evaluate and communicate outcomes from stakeholder engagement, and to integrate their feedback into our strategic planning and operational decision-making. During 2025–26, the strategy was reviewed and an updated version will be circulated internally during 2026–27.

Prioritising our crime work

The QPS’ priorities for serious and organised crime have particular significance for our major crime work. This alignment ensures that our major crime work complements and supports broader strategic objectives for reducing the incidence and impact of crime on the Queensland community.

We use a Matter Prioritisation Model to assess and review our crime, intelligence and proceeds of crime investigations, and other crime-related projects and initiatives. The model allows us to determine whether an opportunity is appropriate and to prioritise our work having regard to specific criteria, based on public interest, the importance and value to our stakeholders and our agency, having regard to our strategic objectives, priority focus areas, strategies for responding to those priorities, and commitments.

The Matter Prioritisation Model also ensures we have a consistent and transparent process for our crime-related case and project selection and ongoing review and is supported by sound public interest and human rights considerations.

The Matter Prioritisation Model is updated yearly and as required to ensure it captures our current strategies and plans and other key stakeholder interests including relevant aspects of Queensland Government priorities, QPS strategic and operational plans, Queensland Family and Child Commission strategic plans, and other Queensland and national strategies for responding to serious and organised crime.

Engaging with law enforcement agencies

In 2025–26 members of the CCC's Crime Division senior management group participated in and contributed to the key interagency forums set out below.

Queensland Joint Management Group

The Queensland Joint Management Group is a committee of senior executive members of the AFP, the ACIC, ATO, the Australian Department of Home Affairs (including the Australian Border Force(ABF)), AUSTRAC, the QPS and the CCC who meet bi-monthly and at various other times, as required.

The Queensland Joint Management Group facilitates information sharing, collaboration, capability development and coordination of strategies and responses to serious and organised crime within and affecting Queensland.

The CCC's Senior Executive Officer (Crime) represents the CCC on the Queensland Joint Management Group.

Queensland Operations Coordination Group

The Queensland Operations Coordination Group is a committee of senior officers of the Queensland Joint Management Group agencies who meet at least monthly.

The Queensland Operations Coordination Group facilitates information sharing, operational coordination and de-confliction, and assessment of opportunities for inter-agency collaboration on responses to serious and organised crime within Queensland.

The Queensland Operations Coordination Group reports on operational progress and outcomes and takes direction from the Queensland Joint Management Group.

The CCC's Executive Director, Crime Operations and the Director, Proceeds of Crime represent our agency on the Queensland Operations Coordination Group.

Queensland Money Laundering Group

The Queensland Money Laundering Group is a committee of members of the ABF, the ACIC, AUSTRAC, the AFP, ATO, the QPS, Office of Liquor and Gaming Regulation (OLGR) and the CCC that meet at least bi-monthly.

The Queensland Money Laundering Group play a key role in shaping, prioritising and coordinating operational and training strategies aimed at combatting money laundering networks and facilitating the seizure of criminal proceeds.

The CCC's Executive Director, Crime Operations and the Director, Proceeds of Crime represent our agency on the Queensland Money Laundering Group.

Queensland Joint Analyst Group Committee

The Queensland Joint Analyst Group (QJAG) Committee is a forum of senior officers of the Queensland Joint Management Group agencies who meet at least monthly.

The QJAG Committee considers assessments undertaken by the QJAG Working Group for consideration of action by the Queensland Operations Coordination Group. The QJAG Working Group is a standing capability which identifies opportunities and priorities for targeting serious and organised crime in and affecting Queensland.

The CCC's Director, Crime Strategy and Intelligence represents our agency on the QJAG Committee, and our agency provides ongoing intelligence analyst support to the QJAG Working Group.

Financial Crimes and Money Laundering Working Group *(formerly National Taskforce Kubera)*

The Financial Crime and Money Laundering Working Group (FCML WG) is the Australian and New Zealand working group that supports the development, prioritisation, and coordination of operational capabilities and strategies for addressing money laundering networks and the seizure of criminal proceeds.

Participants of FCML WG include all Australian and New Zealand policing agencies, the ATO, AUSTRAC, Australian Border Force, ACIC, and the NSW Crime Commission.

Since joining the taskforce in November 2023, the CCC has been represented on FCML WG by the CCC's Director, Proceeds of Crime.

National Proceeds of Crime Forum

The Proceeds of Crime Forum is a meeting to bring together asset confiscation leaders from all Australian jurisdictions to discuss relevant issues and developments relating to proceeds of crime issues including regional trends, recent significant matters or court outcomes, legislative challenges or opportunities for reform and share strategies on navigating concurrent civil and criminal proceedings.

Participants include the CCC's Director, Proceeds of Crime and representatives from all State and Territory policing agencies, the AFP, the NSW Crime Commission, Western Australia's Corruption and Crime Commission, and agencies that provide legal services for confiscation actions.

QPS Operations Review Committee and Specialist Resources Committee

These committees are comprised of command and regional crime coordinators and other relevant QPS members who meet at least every three weeks to share information, review, coordinate and approve operational activities and responses, and prioritise specialist resources for dealing with serious and organised crime within Queensland.

The CCC's Executive Director, Crime Operations represents our agency on both committees.

National Illicit Tobacco and e-Cigarette Forum

The National Illicit Tobacco and e-Cigarette Forum (NITEC) was established by the Commonwealth NITEC Commissioner to enable a wide range of health and law enforcement agencies to collaborate on and contribute to developing options for targeted action and evidence-based policy for nationally coordinated responses to address the problems emanating from the illicit tobacco and vape markets.

The CCC is represented by the Director, Proceeds of Crime on this Forum, which generally meets bi-monthly or as required.

Responding to community views on corruption and integrity

Outcomes from the Corruption Perceptions Survey 2025

In line with our commitment to ensuring public confidence in the work we do, between March and April 2025, the **CCC surveyed more than 10,000 Queenslanders** about their perceptions of the level and nature of corruption in Queensland. Respondents included 7,000 state government employees, employees of local councils and QPS staff, as well as more than 3,000 community members. In July 2025 we published detailed reports on our website, followed by department-specific summaries that we shared with 19 public service departments.

Questions focused on trust in integrity systems, attitudes towards corruption and reporting. and awareness and knowledge of the CCC. Some of the common findings across the respondent groups included:

- All respondent groups had a strong awareness of the CCC, with almost unanimous belief it was important that Queensland had an independent anti-corruption agency, and respondents reported “a high degree of comfort” in lodging a complaint with the CCC.
- Non-compliance with policies and procedures, mishandling and misuse of confidential information and bullying and harassment are among the top corruption risks identified by each respondent group.
- There is some disparity in perceptions around where corruption exists in Queensland. Despite a general consensus that corruption happens, it is perceived as more of a problem by community respondents, with far fewer employee respondents seeing corruption as a problem in their own workplace.

The results from this survey are informing all aspects of our prevention and engagement work, including our strategic intelligence activities and briefings to agencies on corruption risks and themes.

To monitor changes over time in attitudes and concerns about corruption, we will conduct the survey again in 2027–28.

Contributing to public policy

We maintain an awareness of the policy and legislative environment to proactively identify areas of corruption risk and contribute to legislative and public policy reform by making targeted public submissions and engaging with stakeholders on contemporary corruption issues. We can advocate for legislative change to reduce potential corruption vulnerabilities that we have identified through our analysis of proposed legislation.

Examples of our contributions to legislation and policy reform include:

Local Government (Empowering Councils) and Other Legislation Amendment Bill 2025. The CCC’s submission outlined concerns about proposed changes to the Councillor conflict of interest framework, removal of the conduct breach category from the Councillor Conduct Framework, changes to mandatory Councillor training, and the appointment of senior executive employees by panel. The CCC submitted that the changes outlined in the Bill will wind back some of the significant integrity and transparency measures which were enshrined in local government laws in Queensland. The CCC considers this approach to be inconsistent with its Belcarra report recommendations and the public interest in ensuring good governance and mitigating corruption risks in local government.

Electoral Laws (Restoring Electoral Fairness) Amendment Bill 2025. The CCC’s submission focused on our concerns relating to the unwinding of the prohibition on political donations from property developers, a reform implemented following CCC Operation Belcarra. In its submission, the CCC raised concerns that aspects of the changes proposed in the Bill are a significant departure from Queensland’s robust political donations framework and are out-of-step with reforms introduced to manage risks associated with political influence, and perceptions of it.

Tobacco and Other Smoking Products (Dismantling Illegal Trade) and Other Legislation Amendment Bill 2025. The CCC submitted that the Bill raises some areas of vulnerability to corruption risk, particularly those relating to powers to authorise Queensland Health officers to conduct covert controlled purchase operations. The CCC recommend the expansion of the powers be balanced through adequate oversight and independent review mechanisms to promote public confidence in Queensland Health’s exercise of the new powers.

Engaging with the public sector

Our *Corruption Stakeholder Engagement and Communication Strategy 2024–27* is about working with stakeholders to build capacity across three key sectors   the public sector, local government and the Queensland Police Service. Intelligence-led prevention and insights based on analysis of agency systems are shared to build agencies' ability to independently deal with and prevent corruption, supported by oversight from the CCC.

In line with our corruption priorities, below are some key engagement activities in 2025–26.

Looking to 2032

Delivering education or conference panel sessions on the topic of corruption and collusion risks in procurement and major sporting events, as part of the CCC's awareness raising as Queensland prepares to host the 2032 Olympic and Paralympic Games.

Focus on local government

- Exhibiting at the *Local Government Association of Queensland (LGAQ) Annual Conference* in October 2025 to share information about the work of the CCC and the importance of a fair and ethical public sector
- Delivering presentations on the role of the CCC, corruption risks in councils and prevention opportunities to the *Local Government Managers Australia* (LGMA) (Queensland) Indigenous Chiefs, Chief Executive Officer and Governance Forums.
- Visiting Townsville City Council and Palm Island Aboriginal Shire Council to provide education sessions to staff, senior leadership teams and elected officials to support their corruption prevention and education efforts, as part of our awareness raising activities for the sector.
- Engaging quarterly with our integrity agency partners from the Office of the Independent Assessor (OIA), Queensland Ombudsman (QO), Queensland Audit Office (QAO), and Department of Local Government, Water and Volunteers) to support our shared efforts in building integrity across the local government sector.

Maintaining networks for information sharing

- Engaging and collaborating with the Queensland Police Service through quarterly meetings with the Ethical Standards Command to share knowledge and identify opportunities to collaborate on prevention programs.
- Hosting an online forum of the *National Corruption Prevention Practitioners Forum* in November 2025 to share insights and discuss preventions approaches relating to our corruption priorities - procurement, recruitment and police responses to domestic and family violence (DFV).
- As part of ***Griffith University's Asia Pacific Integrity School*** in August 2025, Kathryn McMillan, CCC Deputy Chair, delivered a presentation with the Commonwealth Ombudsman as part of the course program, titled 'From maladministration to corruption – challenges and opportunities for core integrity agencies'. Twenty-four delegates visited the CCC including judicial officers, investigators, auditors, and prevention practitioners from the National Anti-Corruption Commission (NACC), Transparency International and Indonesia's Corruption Eradication Commission and National Police (KPK).
- Participating as a member in *the State Government's Counter Foreign Interference Working Group* and regularly engaging with members from the Department of Home Affairs Counter Foreign Interference Coordination Centre (CFICC) to discuss areas of mutual interest.

Communications to the public sector

In 2025–26, our communications to the public sector included:

- Presentations and workshops to audiences working in human resources, corrections and youth justice, health, transport and infrastructure delivery on corruption risks and prevention opportunities.
- Three issues of our *Corruption in Focus* newsletter, and two online forums designed to share information about the CCC's role, priorities and recent work in complaints assessment, monitoring, prevention and investigations.
- Information campaigns *for International Fraud Awareness Week* (November 2025), *International Anti-Corruption Day* (December 2025) and *Privacy Awareness Week* (May 2026).

Objective: ***Continuous improvement***

Key strategies:

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

Anticipating and responding effectively to our dynamic challenging operating environment.

In 2025–26 we finalised on our key deliverable implementing the recommendations from the Commission of Inquiry relating to the Crime and Corruption Commission.

Finalisation of COI Recommendations

On 9 August 2022, in accordance with the *Commissions of Inquiry Order (No.1) 2022*, the Honourable Gerald Edward (Tony) Fitzgerald AC QC and the Honourable Alan Wilson QC provided their report on the ***Commission of Inquiry relating to the Crime and Corruption Commission*** to the Queensland Premier and to the Attorney-General and (then) Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence. The Commission of Inquiry recommendations provided a five-year blueprint for the reform of the CCC.

The **report included 32 recommendations**, the CCC being responsible to 30 of those. Recommendation 29 was the responsibility of the Parliamentary Crime and Corruption Committee and the DPP regarding advice being provided to the CCC, and Recommendation 30 was the responsibility of the Queensland Government regarding resources of the DPP.

As of December 2025, we have completed implementation of all recommendations. Our final report was provided to Attorney-General, the Chair of the Parliamentary Crime and Corruption Committee, and the Parliamentary Crime and Corruption Commissioner, dated 22 January 2026, indicating how all the recommendations have been completed, including the two recommendations the CCC was not responsible for. This completion was six months ahead of the implementation timeframe. The successful implementation of the recommendations means the program of reform ensures the CCC remains independent, fair and impartial.

Over the period of implementation, where we could, we acted quickly. Some recommendations were able to be implemented rapidly where we had sole responsibility. In the first 12-months from when the report was handed down, we had completed eleven recommendations (as per the public quarterly report of 8 September 2023). Other recommendations required detailed planning, coordination with key stakeholders and additional resources. In December 2022, we received funding to commence planning and to manage the delivery of the Commission of Inquiry program of work. In the 2023–24 budget, the Government allocated $20.849 million over four years to the CCC to develop and manage the program.

We recognised the significant public interest in the implementation and delivery of the Commission of Inquiry's recommendations. We publicly released quarterly progress reports, the first of those being on 11 November 2022 and we were able to report that six recommendations had already been completed by that time. Highlights in completing implementation of the recommendations include:

- Implementing Recommendations 3, 4, 5, 9, and 10 that all identified actions around arrangements for officers from the QPS to be seconded to the CCC. 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 suitable qualified police officers to the CCC, with greater flexibility and accountability.
- Implementation of Recommendations 6 and 7 (which also relate to Recommendations 3, 9, and 10) that addresses organisational culture and transition to a predominantly civilianised model for our Corruption Division.

- Introduction of the *Crime and Corruption and Other Legislation Amendment Bill 2024* and its commencement on 31 August 2025. Commencement of this amendment to the *Crime and Corruption Act 2001* and other legislation formalised completion of Recommendations 2, 21, 25, 27, and 28 that enabled improvements to how we operate more effectively with the DPP.
- We established the Corruption Prevention and Engagement team within our Corruption Division that competed Recommendations 15, 16, 17 and 20.
- Capability development of and recruitment practice for Corruption Division investigators has been improved from implanting Recommendations 8, 11, 12, 13, 14, 19, and 20.

Completing implementation of the recommendations has set us up for sustained improvement and ensuring the CCC remains independent, fair and impartial.

Undertaking an internal Corruption investigation review

In 2024–25 we established a leadership forum for Executive Directors and Directors within the Corruption Division to strengthen our leadership capability.

We continue to hold regular leadership forums to ensure Corruption leadership focus on strategic alignment, governance, prevention activities and collaboration across the Division.

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

In 2025–26, the CCC completed the implementation of a future state workforce model for the Corruption Division. The model continues to utilise seconded police but has transitioned to a predominantly civilian model with seconded police officers limited to 40% of investigators. This ratio enables greater diversity of workplace investigation skillsets and supports the delivery of effective and efficient investigations.

Developing a post-prosecution review guideline

The CCC developed a post-prosecution review process in response to recommendation 24 of the Commission of Inquiry Report published on 9 August 2022. The report recommended that the CCC formalise its post-prosecution review exercises to ensure opportunities to improve processes and practices within the CCC and the Office of the Director of Public Prosecutions (ODPP) are identified and implemented.

The process aims to:

- Improve and embed a positive and productive working relationship between the CCC and the DPP;
- Identify opportunities to improve practices, procedures and processes with the goal of achieving better outcomes;
- Improve the quality of CCC investigations by seeking feedback internally from relevant stakeholders and independent reviewers, and externally from the DPP; and
- Improve public confidence in the CCC generally, but also specifically in relation to its ability to carry out its statutory functions with respect to the investigation and charging of corruption offences.

A pilot post-prosecution review has been conducted to date and was both positive and productive. The ODPP elected to provide their feedback by way of the survey form (in substitution for an in-person meeting) and their feedback was incorporated into the relevant investigation's closure report with those learnings to be communicated more broadly in the Corruption division to improve future practices and processes. Further post-prosecution reviews are anticipated in the latter part of 2026, as prosecutions under the new DPP advice arrangements are finalised.

Strengthening our digital capability

In the 2025-26 FY, our digital capability continued to develop and key digital projects have progressed and been delivered. This portfolio of projects represents our ongoing investment in digital enablement for the CCC to continue to provide our core functions in a rapidly evolving setting and changing demands.

Voice services refresh

A new unified communications as a service (UCaaS) solution was implemented to replace the end-of-life desk phone-based telephony solution. The new solution provides greater flexibility for staff transitioning between in-office and remote working, along with increased features and functionality and ability to be integrated with contemporary corporate digital services, such as transcription.

Investigation Case Management System

Implementation of an investigation case management system (iCMS) has commenced for Crime and Corruption to support improved investigations management, workflows, data management automation and improved performance reporting. The project progressed through procurement and into the discovery phase in 2025–26 and will continue into 2026–27 for delivery.

Call Charge Record database

The Call Charge Record (CCR) database replacement project was completed, delivering a more efficient and capable platform for managing CCR data. The new system addresses key limitations of the legacy platform, significantly improving data upload, management and processing times while introducing integrated analytics capabilities to enhance the review and analysis of CCR data.

Electronic Evidence Review Platform

Planning and design activities progressed for the Electronic Evidence Review Platform (EERP). The significant data centre and network refresh project undertaken by Information Services is providing the enabling infrastructure required to support implementation of a suitable multi-user environment system approach to Improve the value, management and accessibility of electronic evidence.

Artificial Intelligence Pilot

The Artificial Intelligence (AI) pilot provided valuable information for us to progress our AI policy revision, and develop procedures, user guidance, resources and governance for the use of AI in the CCC. One particular outcome was undertaking a Foundational Artificial Intelligence Risk Assessment aligned with the Queensland Government requirements for AI risk assessment and safe, secure use of AI.

Human Resource Information System

The CCC is not proceeding with implementation of the Human Resource Information System project. Early work undertaken during validation workshops identified increased risk and costs that outweighed the anticipated benefits. Comprehensive data cleansing and validation activities were undertaken that will improve the quality and integrity of information within the existing human resources management system.

Building our Data and Analytics capability

During 2025–26, the CCC continued to strengthen its data, analytics and insights capabilities to support evidence-based decision-making, improve organisational performance and enhance corruption prevention outcomes. Key initiatives focused on advancing data governance, improving data literacy, expanding reporting and analytics capabilities, and support progressing corruption data and insights plan.

Outcomes Data Proof-of-Concept

The CCC successfully completed and closed the Outcomes Data Proof of Concept (PoC), a key initiative aimed at testing a solution to streamline the exchange and capture of corruption outcomes data. Developed in-house using Microsoft Power Apps, the solution enabled the secure, two-way exchange of structured outcomes information between the CCC and a participating Unit of Public Administration (UPA).

The application was released to internal and external stakeholders for testing and supported through tailored training materials and live training sessions. The PoC demonstrated the benefits of using a technical solution to manage outcomes data, improving data consistency, recording and tracking while creating opportunities for greater automation and reporting efficiencies. Key learnings were documented to inform any future work on improving the way the CCC collects and uses outcomes data.

Developing a new internal Corruption Insights Dashboard

Following implementation of the *Corruption Data and Insights Plan in 2024–25*, this year focus turned to developing a new internal Corruption Insights Dashboard as a key initiative from that plan. The new dashboard has streamlined the capture and reporting of corruption complaints data and will enable the Corruption Division to share more insights through an external dashboard to be published in the latter part of 2026 about corruption complaint trends with the public sector. Collaboration with stakeholders was strengthened through a series of engagement sessions, supporting a shared understanding of data requirements and alignment with the CCC's strategic corruption prevention function.

Business Intelligence and Reporting

The CCC's Business Intelligence dashboards, which are largely automated through the Analytics Data Warehouse (ADW), continued to provide timely and reliable information to support operational and strategic decision-making. Key dashboards maintained and enhanced during the year included the Intake and Assessment Dashboard, Monitoring Dashboard and Corporate Dashboards, providing business users with valuable performance and tracking insights.

The Analytics team also continued to support a broad range of ad hoc reporting requirements using the ADW, data extracts and analytical tools, enabling responsive and data-informed decision-making across the organisation.

Enhancing Data Governance and Data Management

Significant progress was made in developing the ***Data Governance Operating Model*** for the ADW. The model was refined through extensive engagement with senior stakeholders, presented to the Corruption Senior Leadership Team and progressed towards final approval. The governance framework supports the effective management of key organisational data assets, including Corruption, finance and human resources data.

During the year, the CCC implemented *Microsoft Purview* as its Data Catalogue solution for ADW. The implementation established foundational data governance capabilities, improving visibility, discoverability and oversight of the information assets. Key activities included configuring system integrations, establishing governance and access controls, developing internal capability through targeted training, and embedding processes to support ongoing data stewardship. Microsoft Purview provides a centralised view of ADW's data assets and supports improved data management, transparency and informed decision-making.

Uplifting Digital and Data Literacy

The CCC continued to promote digital and data literacy across the organisation through targeted capability uplift initiatives. During the year, the Initiative provided a curated selection of relevant digital and data literacy resources through the organisation's learning and development platform. Developing the Data Governance Operating Model for the ADW (refer above) also provided a means to engage specific roles on the responsibilities and improve data literacy. Planning also progressed to deliver tailored learning pathways for technical users, managers and system owners, supporting the organisation's broader data maturity objectives.

Together, these initiatives continue to strengthen the CCC's ability to leverage data and insights to support strategic priorities, operational effectiveness and corruption prevention across Queensland's public sector.

Strengthening our change management practices

The CCC has made available to all commission officers updated change management resources. These have been used in project delivery and are available for any scenario where change management is a consideration. During 2025-26, the resources were integrated with the CCC project management tools, templates, and practice. As well as monitoring the use of these resources in project and business improvement tasks, consideration will now be given to how this focus is strengthened into business-as-usual capability for leaders.

Embedding a culture of continuous improvement and innovation

As documented in other sections of this report, we continue to make significant investments in technology platforms to support continuous improvement across the agency. These investments are focused on streamlining work practices, enhancing operational efficiency, strengthening data management, and improving the quality and accessibility of information. By leveraging technology and data more effectively, we are enabling evidence-informed decision-making, supporting better service delivery, and building the capability to respond to evolving organisational and community needs.

A continuous improvement and innovation (CII) initiative progressed with the development of a discovery toolkit and supporting guidance materials to build capability across the organisation. These resources have been designed to equip commissioning officers with practical tools and a consistent approach to identifying opportunities for improvement, applying continuous improvement methodologies, and embedding human-centred design principles in the development of new initiatives. While these approaches may be applied to technology-enabled solutions, they are equally intended to support improvements to processes, services, and ways of working that do not rely on technology. By fostering a structured, evidence-informed approach to innovation, the toolkit supports the design of solutions that are responsive to stakeholder needs, reduce inefficiencies, encourage collaboration, and deliver sustainable improvements in outcomes.

Governance and people

Our Commission

The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions and the exercise of our powers by the Chairperson, CEO and other commission officers.

Profile of our Commission

Mr Bruce Barbour
Chairperson

LLB (admitted as a Legal Practitioner to the Supreme Court of NSW in 1995), appointed for a two-year term as Ordinary Commissioner on 14 May 2021, appointed as Acting Chairperson from 28 January 2022, appointed as Chairperson for a three-year term on 2 July 2022 and reappointed for a further three-year term commencing on 2 July 2025.

Mr Barbour has extensive experience in administrative law, investigations, and management. He was the NSW Ombudsman for 15 years from 2000 to 2015.

Mr Barbour has also been a Senior Member of the Administrative Appeals Tribunal, Member of the NSW Casino Control Authority and acted as Commonwealth Merit Protection Commissioner and Queensland Integrity Commissioner. Mr Barbour's board experience includes being Chair of the NSW Public Interest Disclosures Steering Committee, Convenor of the NSW Child Death Advisory Committee and Vice-President of the International Ombudsman Institute.

Ms Kathryn McMillan KC
Deputy Chairperson

Admitted as a barrister in 1987, appointed senior counsel in 2006, and appointed as Deputy Chairperson for a five-year term on 16 December 2022.

Ms McMillan practices in personal injuries, public law, disciplinary matters, discrimination proceedings and has a long-standing practice in family law and child protection proceedings. She has been an ethics Counsellor for the Bar for many years, and has been appointed to the Queensland Civil and Administrative Tribunal as an assessor in legal disciplinary matters.

She has appeared in numerous Royal Commissions/Commissions of Inquiry and has held a number of Ministerial appointments.

Ms Helen Darch OAM
Ordinary Commissioner

BA, GradDip (Lib&InfoServ), MEd (Train&Dev), MAICD, appointed as Ordinary Commissioner for a two-year term on 14 May 2021, and reappointed as Ordinary Commissioner for a five-year term on 14 May 2023.

Ms Darch is a management consultant with extensive experience in strategy, facilitation, stakeholder engagement and change management. She has consulted to the government, health, education, and not-for-profit sectors for many years, and now focuses on executive mentoring and Board work. Ms Darch has over 15 years' experience as a non-executive director on large not-for-profit and government boards and is currently Chair of the Mackay Hospital and Health Services Board and Chair of the Research Advisory Committee, Health and Wellbeing Queensland.

Mr Peter Dowling AM
Ordinary Commissioner

Appointed as Ordinary Commissioner for a three-year term on 4 November 2022.

Mr Dowling is an accountant (FCPA and former EY Partner) with over 25 years' experience as a non-executive company director and independent audit and risk committee member. He has sat on government and private sector boards in the finance, insurance, health, education, electricity and mining sectors among others. His audit and risk committee roles cover local, state and federal government and private sector entities.

Ms Simone Webbe
Ordinary Commissioner

Admitted as a Barrister of the Supreme Court of Queensland in 1993 and of the High Court of Australia in 1996. Appointed as Ordinary Commissioner for a five-year term on 25 August 2023.

Ms Webbe is a consultant with significant public sector experience in governance, accountability, anti-corruption and integrity reforms. Simone also has extensive public sector experience in constitutional and public law. She is a former Deputy Director-General in the Queensland Department of the Premier and Cabinet, and has served on a range of boards and national bodies such as the National Counter-Terrorism Committee. She is a current Faculty member of the Australian and New Zealand School of Government.

Appointment criteria for Commissioners

The *Crime and Corruption Act 2001* requires that the CCC Chairperson and Deputy Chairperson must have served as, or are qualified to serve as, a judge of the Supreme Court of any state, the High Court or the Federal Court. The Act also requires that Ordinary Commissioners have the qualifications, experience or standing appropriate to assist the Commission perform its functions.

The current Commissioners were appointed under the Crime and Corruption Act by the Governor-in-Council for a maximum of five years, with the provision of a further five-year re-appointment if they do not hold that office for more than ten years in total. Following changes to the Crime and Corruption Act in 2025, future commissioners may be appointed by the Governor-in-Council for a non-renewable term of no more than seven years.

Governor-in-Council may appoint an acting Chairperson or temporary part-time Commissioner during a period of absence or when there is a temporary vacancy in a role. The Chairperson may appoint for a temporary period a Sessional Commissioner to conduct hearings, examine witnesses, or undertake specific investigations relevant to the CCC's functions.

Appointment criteria for the Chief Executive Officer

The CEO is appointed by the Governor-in-Council for a maximum of five years with the option of renewal for a further five years, with no more than ten years in total. To qualify under the *Crime and Corruption Act 2001* for appointment as the CEO, the person must have qualifications, experience or standing appropriate to perform the functions of the CEO.

Table 3: Attendance at Commission meetings from 1 July 2025 to 30 June 2026

Commissioner	Position	Ordinary meetings	PCCC meetings
Mr Bruce Barbour	Chairperson	9	5
Ms Kathryn McMillan KC	Deputy Chairperson	7	2
Ms Helen Darch OAM	Ordinary Commissioner	7	4
Mr Peter Dowling AM	Ordinary Commissioner	9	4
Ms Simone Webbe	Ordinary Commissioner	9	3
Other Attendees	**Position**	**Ordinary meetings**	**PCCC meetings**
Ms Jen O'Farrell	Chief Executive Officer	7	5
Mr Craig Capper	Senior Executive Officer (Corruption)	9	6
Ms Sharon Loder	Senior Executive Officer (Crime)	4	5
	Acting Chief Executive Officer	2	0
Detective Chief Superintendent Stephen Loth	General Manager, Operations Support	9	0
Mr Marcus Mulholland	General Manager, Strategy and Renewal	8	0
Mr Cameron Rentz	Acting Senior Executive Officer (Crime)	1	0
Ms Kristin Furber	Director People and Culture (Corporate Services)	1	0
Mr Paul Bracegirdle	Chief Finance Officer (Corporate Services)	1	0
Mr David Caughlin	Acting Senior Executive Officer (Crime)	2	0
Ms Lauren Mateer	Director Assessment (Corruption)	0	1

Notes:

1. Commission meeting of 29 August 2025 was held via Microsoft Teams.
2. The PCCC called a joint meeting for 16 October 2025 to discuss a specific matter.
3. A public hearing on the PCCC Five-Year Review of the CCC's Activities was held on 3 November 2025.
4. Commission meeting of 28 November 2025 was held via papers.
5. Ms McMillan KC attended only a portion of the Commission meeting on 27 February 2026.
6. Ms Loder was Acting Chief Executive Officer from 23 February 2026 to 2 April 2026, inclusive.
7. Mr Rentz was Acting Senior Executive Officer (Crime) from 15 September 2025 to 24 October 2025, inclusive.
8. Ms Furber and Mr Bracegirdle attended the October Commission meeting as observers only, as part of a mentoring program.
9. Mr Caughlin was Acting Senior Executive Officer (Crime) from 23 February 2026 to 2 April 2026, inclusive.
10. Ms Mateer attended the November PCCC meeting as an observer as part of a mentoring program.

Remuneration for our Commissioners can be found on pages 94–95.

Our Executive Leadership Team

The Executive Leadership Team (ELT) supports our agency by leading discussions, providing advice and making recommendations on strategic and operational matters critical to our performance. Our Chairperson is a member of the ELT.

Profile of our Executive Leadership Team

Ms Jen O'Farrell
Chief Executive Officer

LLB (Hons), BBus, BCom (admitted as a Legal Practitioner in 2008), GAICD, appointed on 24 August 2018.

Responsible for the administration of the CCC, including managing the overall operations and resources. Ms O'Farrell also has direct oversight of the Corporate Services, Legal, Risk and Compliance and Information Services Divisions.

Ms O'Farrell has 30 years' experience in the public and private sectors, having held senior positions in Housing, Emergency Services, Transport and Main Roads and as a lawyer in both public and private practice.

Ms Sharon Loder
Senior Executive Officer (Crime)

LLB, BBus, LLM, GradCertEmergTechLaw (an Australian Legal Practitioner, admitted to the profession in 1992), GAICD, appointed on 3 July 2017.

Responsible to the Chairperson for the proper performance of the CCC's crime functions, and the Crime Division, ensuring its investigation, intelligence and criminal confiscation capabilities are effective in combating and reducing the incidence of serious and organised crime affecting Queensland.

Ms Loder has over 15 years' experience as a senior executive in the integrity and justice sector, with specialist expertise in anti-corruption inquiries, serious crime investigations, and related and policy and prevention work. Prior to her current role as the CCC's Head of Crime, Ms Loder was the Executive Director Investigation Division of the New South Wales ICAC.

Mr Craig Capper
Senior Executive Officer (Corruption)

LLB, LLM GradCert(LegalPractice), (admitted as a Solicitor of the Supreme Court NSW in 2004 and High Court of Australia in 2009), BPolicing (Prosecutions), GradCert (Domestic Violence), MBA, appointed on 6 February 2025.

Responsible to the Chairperson for the proper performance of the CCC's corruption functions, and the Corruption Division, ensuring its complaints management, investigation and prevention capabilities are effective in reducing corruption for the benefit of the Queensland community.

Mr Capper has many years' experience in senior and executive positions in law enforcement agencies including the NSW Police Force and the QPS. These include terms as a legal officer and police prosecutor, Manager Administrative Law Unit and Manager Services Firearms Registry with the NSW Police Service and as Principal Legal Officer and Director, Queensland Police Service Legal Unit.

Detective Chief Superintendent Stephen Loth
General Manager, Operations Support

MLM (Policing), GradDipExecLdr (Policing & Emergency Services), GradCertAppMgt (Policing & Emergency Services), GradCertCyberSec (completed), GAICD, appointed as General Manager on 30 October 2023.

Responsible for leading the Operations Support Division, encompassing electronic collections, intelligence support, human source management, witness protection, technical and physical surveillance, forensic computing, and exhibit management.

With over 30 years' experience in the QPS, Mr Loth has held several senior leadership roles in the QPS investigative units and more recently held leadership roles in the CCC during two previous secondments as Director, Corruption Operations and Executive Director, Crime Operations.

Mr Marcus Mulholland
General Manager, Strategy and Renewal

BA Regional & Town Planning, CertIVProject Management, GAICD, appointed as General Manager on 5 August 2024.

Responsible for the Strategy and Renewal Division that works to lead the transformation of the CCC, by supporting strategic planning, delivering on strategic and business improvement activities, and developing strategic capabilities.

Mr Mulholland has worked in public and private sector roles over 34 years. Mr Mulholland has held several senior executive roles over 14 years with the Brisbane City Council in development regulation, land use planning, economic development and corporate services. These roles included leading teams of over 350 people for a variety of service delivery outcomes in regulatory assessment, enforcement, stakeholder and community engagement, business improvement, change management, policy and strategy development.

Our People

We employ a diverse mix of professionals including lawyers, accountants, investigators, researchers, intelligence analysts, and corporate support officers, and second a cohort of police officers from the QPS.

Employee profile

At the end of 2025–26, our workforce equated to 336.79 full-time equivalent (FTE) employees.

Table 4: Full-time equivalent employees by division

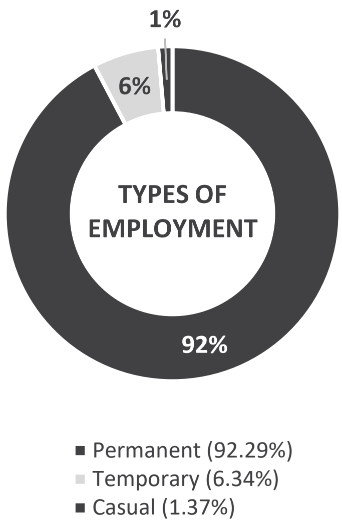
Division	FTE
Corruption	90.56
Crime	62.84
Office of the Commission	7.00
Operations Support	73.14
Corporate Services; Legal, Risk and Compliance and Information Services	76.70
Strategy and Renewal	26.55
Total	**336.79**

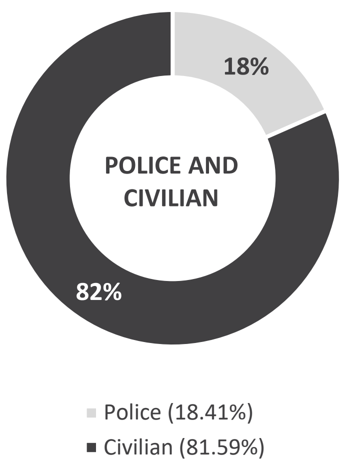
Notes:
1. Full-time equivalent refers to all permanent, temporary and casual employees (excluding Commissioners).

92.29 per cent of our workforce are employed on a permanent basis.[33]

Our workforce is made up of 81.59 per cent Civilian employees and 18.41 per cent Police Officers.

Figure 22: Our employee breakdown





33 This includes CCC officers on five-year fixed-term contracts of employment.

Diversity and inclusion

Table 5: Gender Equity and diversity information

Gender[1]	Number	Percentage of total workforce
Woman	194	54.19%
Man	164	45.81%
Non-binary	NIL	NIL
Another term	NIL	NIL
Not disclosed	NIL	NIL

Notes:
1. Data is based on the percentage of total employees (calculated on headcount) who have voluntarily disclosed this information to us.

Table 6: Diversity target group data

Diversity Groups[1]	Number	Percentage of total workforce
Woman	194	54.19%
Civilian	181	50.56%
Police	13	3.63%
Aboriginal Peoples and Torres Strait Islander Peoples	6	1.68%
People with disability	7	1.96%
Culturally and Linguistically Diverse – Speak a language at home other than English[2]	13	3.63%

Notes:
1. Data is based on the percentage of total employees (calculated on headcount) who have voluntarily disclosed this information to us.
2. This includes Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages spoken at home.

Table 7: Target group data for women in leadership roles

Women in leadership roles	Women	Women as percentage of total leadership cohort
Senior Officers (Classified and s155[1] equivalent combined)	9	50.0%
Civilian	9	50.0%
Police	0	0.0%
Senior Executive Service and Chief Executives[2] (Classified and s122[1] equivalent combined)	5	35.7%
Civilian	4	28.6%
Police	1	7.1%

Notes:
1. *Public Sector Act 2022* (Qld).
2. Officers employed under s245 of the *Crime and Corruption Act 2001*.

For more information on our activities to support these outcomes see page 45–46.

Workplace health and safety

We maintain a comprehensive workplace health and safety program consistent with the *Work Health and Safety Act 2011* (Qld).

In 2025–26 we managed 35 reported workplace health and safety incidents.

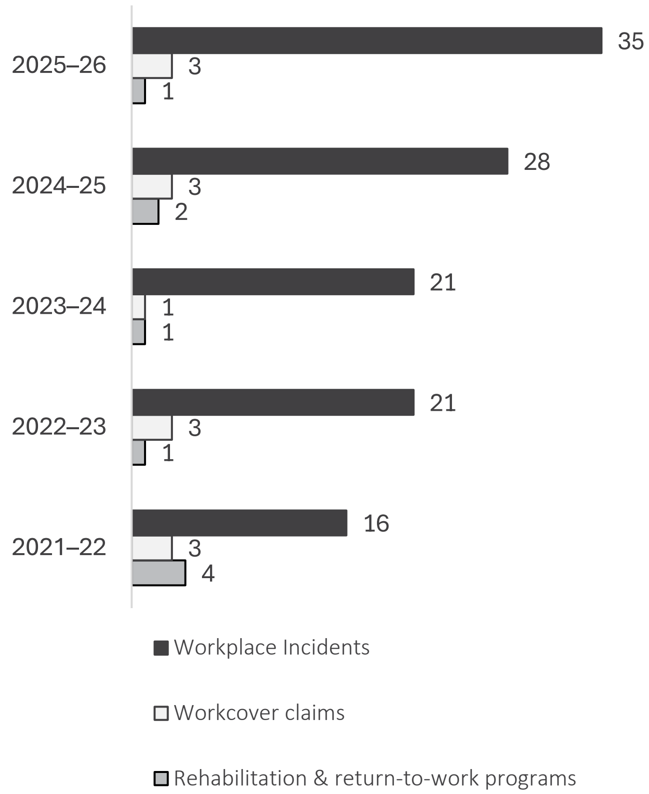
Table 8: Reported Workplace health & safety incidents

Category	Number
Slips, trips and falls	7
Body stressing	5
Hit/hit by object	1
Vehicle incidents	3
Chemical/substance	0
Mental stress	2
Other	12
Near miss/hazard	5
Total	**35**

Of these 35 incidents, 17 did not require treatment, first aid was provided for five incidents, and four required immediate medical treatment.

During the period one accepted WorkCover claim was managed via a return-to-work plan. One claim was denied and one is waiting an outcome.

Figure 23: Workplace incidents, WorkCover claims and rehabilitation and return-to-work programs



Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid during the period.

Our governance and oversight

The CCC's Governance Framework establishes the principles, behaviours and processes that guide our work. Good corporate governance not only supports good decision-making, it also helps us identify ways to improve our business processes and internal culture.

The CCC's *Governance Framework* includes the following elements:

- **Leadership** — We communicate a shared vision for the future and our decisions are guided by our strategic objectives.
- **Culture** — We are a values-led agency, and we work together to achieve results for the people of Queensland.
- **Expectations** — We set clear expectations for all staff, supported by robust internal controls.
- **Risk management** — We actively manage risk and maximise opportunities for improvement.
- **Service** — We value our customers and use our resources to engage and innovate.
- **Performance management** — We are accountable for our performance, as individuals and as an agency.

Governance Committees

Executive Leadership Team

The ELT supports the Chairperson and Commission by providing advice, leading discussions and making recommendations on strategic and operational matters that are critical to our performance. The ELT is responsible for:

- **Strategic oversight** — understanding the CCC's operating environment, identifying strategic risks and issues, and steering the organisation towards achievement of strategic goals and objectives.
- **Corporate leadership** — guiding strategic and operational activities, setting the tone for how things are done and driving good governance through oversight of the CCC's Governance Framework.
- **Portfolio assessment** — setting priorities in alignment with strategic goals and objectives, endorsing investigations for decision-maker approval, and approving projects (including resource allocation). This also includes assessing complaints assessed as meeting the elements of serious, systemic and strategic in accordance with the *Complaints Assessment Model*.
- **Portfolio review** — analysing business activity and optimising the focus of CCC investment by regular oversight of approved investigations and projects.

Membership of the ELT includes the Chairperson, CEO, Senior Executive Officer (Corruption), Senior Executive Officer (Crime), General Manager, Operations Support and General Manager, Strategy and Renewal.

Budget Management Committee

The Budget Management Committee (BMC) is a sub-committee of the ELT and assists the CEO and the Chairperson in their responsibilities related to financial management.

The committee acts as a review body over the financial and budget processes of the CCC.

The Budget Management Committee comprises of the ELT and is supported by the Chief Finance Officer.

Organisational Safety and Wellbeing Committee

The Organisational Safety and Wellbeing (OS&W) Committee is responsible for providing a focal point for staff participation in the CCC's health, safety and wellbeing program and assisting the CCC to meet its legislative obligations and requirements under the *Work Health and Safety Act 2011.*

The OS&W Committee acts as a review body over the health safety and wellbeing processes of the CCC by:

- monitoring conditions to ensure that staff safety and wellbeing are safeguarded
- promoting a cooperative approach with regards to relevant safety and wellbeing issues.

Committee membership comprises of both management and employee representatives from all divisions. The three management representatives are the CEO (committee Chair), the Director, People and Culture and the Senior Human Resource Officer as the Safety Adviser.

Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides independent governance advice on risk management, controls, compliance with legislative and regulatory requirements, and the financial management of the CCC.

The ARMC is a five-person committee consisting of two internal members and three independent members, one of whom is the ARMC Chair (see Table 9).

The CCC's Chairperson, CEO, Senior Internal Audit Manager, Chief Finance Officer and Director, Policy Risk and Compliance, as well as representatives from the QAO, have standing invitations to attend ARMC meetings. Meetings are held on a quarterly basis.

The ARMC considers all audit recommendations made by the QAO. In 2025–26 no significant matters were reported by the QAO.

Key achievements for 2025–26 including but are not limited to:

- Endorsed the CCC Internal Audit Plan 2026–27, Strategic Internal Audit Plan 2026–27 to 2028–29, and CCC's Annual Financial Statements 2024–25.
- Monitored the ongoing delivery of CCC's Internal Audit Plan 2025–26 and the progress of implementing internal audit recommendations.
- Maintained productive working relationship with the QAO including reviewing QAO Closing Report 2024–25, Interim Management Report 2025–26 and QAO External Audit Plan 2025–26 for the CCC.

Table 9: Membership and meetings of the ARMC

Name	Position	Meetings attended
Mr John Catford[1]	ARMC Chair (external)	3
Mr Stuart Hatton[2]	External member	4
Ms Stephanie Taylor[3]	External member	4
Detective Chief Superintendent Stephen Loth	CCC General Manager, Operations Support	4
Mr Peter Le Clercq	CCC Executive Director, Corporate Services	2
Mr David Caughlin	CCC Executive Director Legal, Risk and Compliance	4
Ex officio members		
Mr Bruce Barbour	CCC Chairperson	0
Invitees		
Ms Jen O'Farrell	CCC Chief Executive Officer	2
Mr Wayne van der Poll	CCC Senior Internal Audit Manager (from July 2025–February 2026)	2
Ms Kailee Ng	CCC Senior Internal Audit Manager (from March 2026)	1
Mr Paul Bracegirdle	CCC Chief Finance Officer	3
Ms Shendong Chen	CCC Director, Policy Risk and Compliance	4

Notes:
1. As an external Chair of the ARMC, Mr Catford was remunerated $6,000 during 2025–26.
2. As an external member of the ARMC, Mr Hatton was remunerated $5,750 during 2025–26 including one meeting as Acting Chair.
3. As an external member of the ARMC, Ms Taylor was remunerated $5,000 during 2025–26

Risk management

Effective risk management is fundamental to strong governance and enables informed, risk-based decision-making across all CCC activities. It underpins the agency's ability to achieve its statutory purpose by ensuring risks are proactively identified, assessed, and managed. Under the *Financial Accountability Act 2009*, the Commission holds ultimate accountability for risk management, including setting the Risk Appetite Statement and providing oversight of how risks are governed and controlled across the organisation.

The CCC's Risk Management Framework and its supporting Risk Management Policy and Procedure were significantly updated during 2025–26, established a contemporary and integrated approach to managing risk across the agency. It provides a structured process for identifying, assessing, managing, monitoring and reporting risks, aligned with ISO 31000:2018 Risk Management – Guidelines. The framework also incorporates the three lines of defence model and is underpinned by clearly defined roles, responsibilities, and accountabilities at all levels of the CCC.

The Risk Appetite Statement, refreshed in February 2026, defines the CCC's risk posture and the level of risk it is willing to accept, supporting consistent decision-making by providing clear guidance on balancing risks and opportunities. It reinforces a disciplined, values-driven approach to risk-taking, encouraging innovation and continuous improvement where appropriate, while maintaining a deliberately low risk appetite in areas critical to the CCC's mandate, including integrity, legal and regulatory compliance, and the protection of people, information, and public confidence.

Strategic and operational risks are managed through a structured hierarchy, with risks identified and managed at the agency, divisional, and program levels to ensure alignment between strategic priorities and operational delivery. Risk considerations are embedded across strategic and business planning, divisional operations, and project management, enabling a consistent, integrated, and coordinated approach to risk management across the CCC.

Regular risk reporting and monitoring are embedded within established governance forums, including the Commission, Executive Leadership Team, and Audit and Risk Management Committee, ensuring timely oversight, challenge, and accountability. Oversight of business continuity preparedness is provided through the Business Continuity Committee, reinforcing organisational resilience and ensuring the CCC is well-positioned to respond to and recover from significant disruptions.

During 2025–26, the CCC progressed its structured risk management uplift program, informed by a risk maturity self-assessment and guided by a multi-year roadmap, strengthening capability and embedding a more mature risk culture.

Key achievements for 2025–26 include:

- Review and refinement of core risk instruments, supported by development of practical risk tools and guidance
- Identification of agency-level risks to enhance agency-wide visibility and oversight
- Targeted risk deep dives to strengthen understanding of key exposures and control effectiveness
- Ongoing improvements in risk data quality and reporting maturity.

Looking ahead, the CCC will continue to deliver its uplift roadmap, with a focus on further embedding risk management into day-to-day operations, strengthening capability through targeted risk trainings, enhancing cross-functional integration, and progressing longer-term initiatives such as risk dashboards, improved risk system functionality, and the development of more proactive emerging risk practices.

Internal audit

Internal audit is a statutory function established to strengthen CCC's ability to create, protect and sustain value by providing the management with independent, risk-based and objective assurance, advise, insight, and foresight.

Key achievements for 2025–26 include:

- Developed CCC's Internal Audit Plan 2026–27 and Strategic Internal Audit Plan 2026–27 to 2028–29.
- Completed four internal audits AUSTRAC Memorandum of Understanding, Personal Property Securities Register Memorandum of Understanding, Information Security Management System ISO 27001:2022 and overt Corporate Credit Cards.
- Monitored and reported to the Audit and Risk Management Committee on the status of internal audit recommendations.
- Supported management by providing advice on governance and related issues including risk management.

External audit

The CCC is a state entity within the ministerial portfolio of Attorney-General and Minister for Justice and Minister for Integrity. The QAO provides external audit services to the CCC.

The QAO audits the CCC's financial statements in accordance with the *Financial Accountability Act 2009 and the Auditor-General Act 2009.* The CCC's financial statements 2025–26 was certified within the statutory timeline of 31 August. The audit opinion issued by the QAO was unmodified.

External scrutiny

Parliamentary Crime and Corruption Committee

The PCCC is a bipartisan committee whose principal functions are to monitor and review the performance of the CCC's functions and structure, reporting to the Queensland Parliament on relevant matters, and considering and giving bipartisan support to the appointment of the CCC's Chairperson, Deputy Chairperson, Ordinary Commissioners and CEO.

In its monitoring and reviewing role, the PCCC also conducts specific inquiries in respect of matters pertaining to our agency. In monitoring our activities, the committee:

- Receives and considers complaints against our agency.
- Reviews our guidelines and policies and may make suggestions for improvement of practices.
- Reviews our reports, including the annual report and research reports.
- Requests reports from us on matters which have come to the committee's attention, through the media or by other means.
- Deals with ad hoc issues concerning us.

In 2025–26, the CCC met formally with the PCCC six times in both public and private meetings, to discuss our current activities and performance.

Parliamentary Crime and Corruption Commissioner

The PCCC is assisted in its oversight process by the Parliamentary Crime and Corruption Commissioner (the 'Parliamentary Commissioner'), who may investigate complaints against our agency or our employees. The Parliamentary Commissioner may independently initiate an investigation of a matter that involves, or may involve, the corrupt conduct of a commission officer. The Parliamentary Commissioner also conducts inspections and audits of the CCC's records and files.

In 2025–26, the Parliamentary Commissioner:

- Inspected the CCC's records to determine compliance with legislation governing surveillance device warrants, retrieval warrants, emergency authorisations and controlled operations.
- Audited records related to the use of assumed identities.
- Inspected the telecommunications interception records.
- Reviewed intelligence data held by the CCC.

No issues were raised by the audits and inspections.

Ministerial oversight

As required by section 260 of the *Crime and Corruption Act 2001*, we provide six-monthly reports on the efficiency, effectiveness, economy and timeliness of our systems and processes to the Minister. The Commission also submits to the Minister an annual budget.

Public Interest Monitor

The Public Interest Monitor must ensure the CCC complies with the *Crime and Corruption Act 2001*, the *Police Powers and Responsibilities Act 2000* and the *Telecommunications Interception Act 2009*. This includes examining the CCC's applications for covert search warrants and surveillance warrants.

The courts

The courts, in particular the Supreme Court of Queensland, play a significant role in the use of the CCC's coercive powers, including applications for warrants, in the review of our decisions and in deciding contempt of court matters in relation to our hearings.

Crime Reference Committee

The Crime Reference Committee is a committee established under Part 2 of Chapter 6 of the *Crime and Corruption Act 2001* to oversee the general conduct of the performance of the CCC's functions in relation to the major crime and specific intelligence operations. The CCC's jurisdiction for major crime investigations and intelligence operations is enlivened by way of referrals or authorisations made or approved by the Committee.

The members of the Crime Reference Committee are:

- the CCC Chairperson – Chair of the committee
- the Commissioner of Police
- the Principal Commissioner, Queensland Family and Child Commission
- the CCC Senior Executive Officer (Crime)
- two community representatives appointed by the Governor-in-Council upon the recommendation of the Minister.

The CCC's Senior Executive Officer (Corruption) is also a member of the Committee if it is considering whether to authorise an intelligence operation relating to suspected corruption.

Remuneration for our external committee members can be found on the CCC's website[34].

Controlled Operations Committee

The Controlled Operations Committee was established under the *Police Powers and Responsibilities Act 2000* to consider and make recommendations about applications for controlled operations to be undertaken by the CCC or the QPS.

Controlled operations may be used in the investigation of serious indictable offences, corruption or organised crime and involve authorising police officers or other persons to engage in activities that may otherwise be unlawful — for example, buying illicit drugs.

The committee comprises:

- the Commissioner of Police (or a nominee)
- the CCC Chairperson
- an independent member, who is the Chair.

In the case of any controlled operation by the CCC that involves investigating a police officer, the CCC Chairperson may approve the application without referring it to the committee but must first contact the independent member and obtain their agreement.

34 Remuneration for our external committee members is available on the CCC website: www.ccc.qld.gov.au

Witness identity protection certificates issued

Section 21KG(1) of the *Evidence Act 1977* requires the CCC to include information in our annual report about witness identity protection certificates given by the CCC Chairperson and the Commissioner of Police in Queensland.

During the reporting period, fifteen certificates were issued by the Commissioner of Police on the basis that they were satisfied the disclosure of the operative's identity was likely to endanger the safety of the operative.

Nil certificates were issued by the CCC Chairperson in 2025–26.

Audits of our warrant records

The Commonwealth Ombudsman conducts inspections of the CCC's stored communications and telecommunications data records, while Queensland's Parliamentary Commissioner inspects telecommunications interception records. Independent oversight of the CCC's telecommunications powers remain positive.

The Parliamentary Commissioner's August 2025 and February 2026 reports confirmed the CCC's compliance with all relevant *Telecommunications (Interception and Access) Act 1979* (TI Act) obligations. This includes record-keeping for interception warrants under sections 14–16 of the TI Act, and restricted records under sections 18–20 of the TI Act.

The CCC self-reported three contraventions of the TIA Act to the Parliamentary Commissioner.

The Commonwealth Ombudsman's November 2025 inspection of records from 1 July 2024 to 30 June 2025 found a mature compliance culture. This assessment was based on a strong governance framework, including policies, training, and monthly quality assurance audits. The Ombudsman identified one procedural suggestion relating to a delay in notifying carriers following telecommunications data authorisations which was implemented and made no findings in relation to stored communications.

Overall, the findings demonstrate continued assurance in the CCC's management of, and compliance with, its powers under the TI Act.

Securing and managing our information

Information security attestation

Departments and other State bodies are required to submit an Information Security Annual Return which includes attestation as to their information security posture and compliance with the *Queensland Government Enterprise Architecture Information Security Policy (IS18:2025),* which includes a requirement to implement an Information Security Management System (ISMS) aligned with international standard ISO 27001:2022. Our *Information Security Management System* and underlying security controls are consistent with the requirements of IS18:2025 and ISO 27001:2022.

During the mandatory annual Information Security reporting process, the CEO attested to the appropriateness of the information security risk management within our agency to the Queensland Government General Manager Cyber Security, noting that appropriate assurance activities have been undertaken to inform this opinion and our agency's information security risk position. The 2025 attestation (the latest available at the time of report publication) is attached as Appendix A (see page 114).

There were no information security issues of material concern in 2025–26.

The CCC remains firmly committed to safeguarding our critical information assets through continuous enhancement of our cybersecurity resilience. To further strengthen our information security posture, we commenced two key projects in the 2025–26 financial year and will continue this focus in the 2026–27 financial year, through the implementation of data loss prevention (DLP), to further strengthen the robustness of the IT environment.

Security testing

The CCC implemented a phishing simulation tool and commenced ethical phishing campaigns to routinely test staff awareness and vigilance around malicious email traffic. The CCC's Cybersecurity Incident Response Plan (CIRP) was tested again through an exercise, in conjunction with an overall business continuity exercise.

Logging and monitoring post implementation review

A post implementation review of the CCC's new Security Information and Event Management (SIEM) solution was undertaken, to identify opportunities for improvement to ensure configuration of information security logging and monitoring, remains both optimal and appropriate.

Datacentre and network refresh

A significant project was commenced to migrate the CCC's remaining on-premises computer and storage infrastructure to an outsourced Tier 4 datacentre. This included the replacement of end-of-life server, storage, backup and network infrastructure, along with implementing significant improvements to network segmentation and configuration to improve overall security posture. The project also included implementation of the infrastructure necessary to onboard a new, contemporary electronic evidence review platform for the forensic computing unit. This project mitigated risks associated with maintaining on-premises compute and storage infrastructure.

Essential 8 maturity uplift

A project to uplift the CCC's Essential 8 maturity to Level 2 was commenced. Level 2 is expected to be achieved across applications patching; operating systems patching; multi-factor authentication; restriction of administrative privileges; application control; restriction of Microsoft office macros; user application hardening; and backups. This is a key security initiative that will further improve the CCC's overall information security posture.

Managing our records

We are committed to the responsible management of records in line with the requirements of the *Public Records Act 2023,* the QSA *Records Governance Policy and approved Retention and Disposal Schedules*. Our general Recordkeeping Policy details the roles and responsibilities for creating, managing and disposing of public records in line with the approved records retention and disposal schedule.

Our employees are advised of their recordkeeping responsibilities during our mandatory induction program, with training refreshed annually. New employees are provided copies of the CCC Recordkeeping Policy and the Information Security Classification Policy and Procedure to help them understand how records are securely managed within the CCC. All employees of the CCC who utilise the electronic document and records management system (eDRMS) are also subject to regular auditing to ensure compliance with both CCC and legislative guidelines.

We regularly review our whole-of-organisation records management systems and processes to ensure they are secure, compliant, and contemporary.

Throughout the reporting period, the establishment structure in the eDRMS was reviewed and is in the process of being updated. In addition to this, the audit process was also streamlined and a review of all audit scopes was undertaken. Audit scopes were updated, resulting in a larger volume of content, now subject to audit.

We ensure that our process around the electronic storage and management of lawfully obtained Telecommunication Interceptions remain consistent with the *TIA Act 1979* (Cth) and the *TI Act 2009* and continue to be appropriate.

Retention and disposal of records

We retain our records in accordance with retention and disposal schedules approved by the QSA. We are progressing a backlog of disposals with additional resourcing.

During the reporting period, 2,722 files were authorised for disposal.

CCC Open Data

The following data sets are published on the Open Data website at www.data.qld.gov.au:

- Consultancies
- Overseas travel
- Language services

We have also published information on our website[35] regarding the remuneration of members of government bodies relevant to our agency.

35 Additional published information including details on remuneration for external committee members is available on the CCC website: www.ccc.qld.gov.au

Financial information

About the financial statements

The financial statements highlight our financial performance and overall position as at 30 June 2026.

The financial statements consist of five parts:

1. Statement of Comprehensive Income.
2. Statement of Financial Position.
3. Statement of Changes in Equity.
4. Statement of Cash Flows.
5. Notes to and forming part of the Financial Statements.

The financial statements are prepared by our finance area, reviewed by our CEO and ARMC and then audited by the QAO.

Statement of Comprehensive Income

The Statement of Comprehensive Income measures an entity's financial performance over a specific period (usually 12-months). The Statement of Comprehensive Income comprises of a profit and loss statement which compares revenues received against expenses incurred. Excess revenue over expenses results in an operating surplus, while excess expenses over revenue results in an operating deficit.

For the year ended 30 June 2026, our revenues exceeded expenses by $0.306 million, resulting in an operating surplus. The CCC deferred $4.0 million in funding to future years to invest in the development of a new Investigation Case Management System for its crime and corruption functions and other digital transformation projects.

Statement of Financial Position

The Statement of Financial Position provides a snapshot of the financial health of an entity at the end of the reporting period. It presents the value of the assets held, amounts owing (liabilities), and the equity (net worth) of the entity.

As at 30 June 2026, our equity was valued at $31.317 million, increasing by $0.306 million due to the operating surplus for 2025–26.

Assets

Assets are items of value controlled by an entity, from which future economic benefits are expected to flow to the entity. Assets are classed as 'current assets' or 'non-current assets'.

Current assets are those assets that can be readily converted into cash within the next 12-months. Our current assets include cash, trade debtors and other receivables, and pre-paid expenditure.

Non-current assets are those assets that are not easily converted into cash and that an entity does not expect to convert into cash within the next 12-months.

At 30 June 2026, our non-current assets of $9.810 million included the book value of leasehold improvements, motor vehicles, computer and other technical equipment, and work in progress.

Liabilities

Liabilities are the amounts owed by the entity. Similarly, to assets, they are classed as 'current liabilities' and 'non-current liabilities'.

Current liabilities are amounts owing that an entity plans to pay within the next 12-months. Our current liabilities include amounts owed to suppliers (usually settled on 20-day terms), amounts owing for leave entitlements to be paid to the Annual Leave Central Scheme, provisions for expenditure incurred based on contractual obligations and expected to be settled within the next 12-months.

Non-current liabilities are those liabilities which an entity is not expected to pay within 12-months or which the entity has no legal requirement to settle within the next 12-months. Our non-current liabilities relate to the provision for costs to restore the leased premises to its original condition and deferred lease liabilities which have arisen due to recognising lease payments in accordance with the leasing standard implemented on 1 July 2019 (see Notes 9 and 10) over the term of the lease.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of the CCC as at 30 June 2026.

Equity

Equity is the net worth of the entity and is represented by total assets less total liabilities in the Statement of Financial Position. An entity's equity balance is made up of initial capital (contributions), accumulated surplus/deficit and reserves.

Statement of Changes in Equity

The Statement of Changes in Equity details movements in the equity of an entity during the reporting period. The equity balance is affected by the operating result (surplus or deficit) for the period, equity injections or withdrawals, and asset revaluations.

Statement of Cash Flows

This statement shows the actual movements of cash during the financial year. During the 2025–26 financial year, we **received $80.413 million in cash** and **paid out $79.152 million in cash** to manage our operating activities. In addition, **$6.304 million in cash was invested** in capital acquisitions. Our cash balance at 30 June 2026 was $22.398 million compared with $27.388 million at 30 June 2025. The decrease in cash of $4.990 million is mainly due to the current year operating surplus plus depreciation and amortisation expenses when compared with significant **capital expenditure of $6.304 million** for the year to 30 June 2025 including the migration of the CCC's remaining on-premises computer and storage infrastructure to an outsourced datacentre.

Notes to and forming part of the Financial Statements

The notes to the financial statements provide a more detailed breakup of line items presented in the financial statements. They also disclose other matters such as the CCC's accounting policies, budget reporting disclosures including explanations of major budget variances, outstanding commitments at the end of the reporting period and other financial disclosures including key executive management personnel and remuneration. The financial statements should be read in conjunction with these accompanying notes.

Financial statements

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General information

These financial statements cover the Crime and Corruption Commission (CCC), an independent statutory body established under the *Crime and Corruption Act 2001*, which reports directly to the Queensland Parliament.

For financial reporting purposes, the CCC is a statutory body in terms of the *Financial Accountability Act 2009*, and is subsequently consolidated into the whole-of-government financial statements.

The head office and principal place of business of the CCC is:
Level 2, North Tower Green
Square 515 St Pauls Terrace
Fortitude Valley QLD 4006

A description of the nature of the CCC's operations and its principal activities is included in the notes to the financial statements.
For information relating to the CCC's financial statements, please call 07 3360 6060, email mailbox@ccc.qld.gov.au or visit the CCC's website at www.ccc.qld.gov.au.

CRIME AND CORRUPTION COMMISSION
Statement of Comprehensive Income
For the year ended 30 June 2026

	Notes	2026 Actual $'000	2026 Original Budget $'000	Budget Variance* $'000	2025 Actual $'000
Income from Continuing Operations					
Revenue					
Grants and other contributions	2	77,856	80,606	(2,750)	73,604
Interest		1,497	800	697	1,790
Other revenue		112	102	10	91
Total Revenue		**79,465**	**81,508**	**(2,043)**	**75,485**
Gains on disposal of property, plant and equipment		4	25	(21)	18
Total Income from Continuing Operations		**79,469**	**81,533**	**(2,064)**	**75,503**
Expenses from Continuing Operations					
Employee expenses	3	57,113	57,255	(142)	55,874
Supplies and services	5	18,231	20,232	(2,001)	14,652
Depreciation and amortisation	8,9	1,920	2,635	(715)	2,125
Finance Costs		14	17	(3)	29
Other expenses	6	1,885	1,394	491	1,667
Total Expenses from Continuing Operations		**79,163**	**81,533**	**(2,370)**	**74,347**
Operating Result from Continuing Operations		**306**	**-**	**306**	**1,156**
Total Comprehensive Income		**306**	**-**	**306**	**1,156**

** An explanation of major variances is included at Note 17.*
The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Financial Position
as at 30 June 2026

	Notes	2026 Actual $'000	2026 Original Budget $'000	Budget Variance* $'000	2025 Actual $'000
Current Assets					
Cash and cash equivalents	7	22,398	24,102	(1,704)	27,388
Receivables		1,149	1,129	20	1,129
Other assets		2,722	1,309	1,413	1,548
Total Current Assets		**26,269**	**26,540**	**(271)**	**30,065**
Non-Current Assets					
Intangible assets		-	349	(349)	57
Property, plant and equipment	8	8,196	7,564	632	3,939
Right-of-use assets	9	1,403	300	1,103	315
Other assets		211	144	67	30
Total Non-Current Assets		**9,810**	**8,357**	**1,453**	**4,341**
Total Assets		**36,079**	**34,897**	**1,182**	**34,406**
Current Liabilities					
Payables	10	1,592	2,286	(694)	1,425
Lease liabilities	9	469	322	147	345
Unearned revenue		13	-	13	13
Accrued employee benefits	11	1,509	1,197	312	1,370
Other		-	13	(13)	-
Total Current Liabilities		**3,583**	**3,818**	**(235)**	**3,153**
Non-Current Liabilities					
Lease liabilities	9	934	969	(35)	-
Provisions	12	245	257	(12)	242
Total Non-Current Liabilities		**1,179**	**1,226**	**(47)**	**242**
Total Liabilities		**4,762**	**5,044**	**(282)**	**3,395**
Net Assets		**31,317**	**29,853**	**1,464**	**31,011**
Equity					
Contributed equity		16,168	16,168	-	16,168
Accumulated surplus		15,149	13,685	1,464	14,843
Total Equity		**31,317**	**29,853**	**1,464**	**31,011**

** An explanation of major variances is included at Note 17.*
The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Change in Equity
for the year ended 30 June 2026

	Accumulated Surplus $'000	Contributed Equity $'000	TOTAL $'000
Balance 1 July 2024	13,687	16,168	**29,855**
Operating result from continuing operations	1,156	-	**1,156**
Balance 30 June 2025	**14,843**	**16,168**	**31,011**

	Accumulated Surplus $'000	Contributed Equity $'000	TOTAL $'000
Balance 1 July 2025	14,843	16,168	**31,011**
Operating result from continuing operations	306	-	**306**
Balance 30 June 2026	**15,149**	**16,168**	**31,317**

The accompanying notes form part of these statements.

		2026 Actual $'000	2026 Original Budget $'000	Budget Variance* $'000	2025 Actual $'000
Cash flows from operating activities					
Inflows:					
Grants and other contributions	2	76,222	79,357	(3,135)	72,180
Interest receipts		1,497	800	697	1,788
GST input tax credits from ATO		2,539	1,166	1,373	1,707
GST collected from customers		44	-	44	29
Other		111	102	9	91
Outflows:					
Employee expenses		(56,914)	(57,255)	341	(55,709)
Supplies and services		(15,113)	(16,171)	1,058	(11,486)
Supplies and services - Property rental		(4,352)	(4,000)	(352)	(4,065)
GST paid to suppliers		(2,572)	(1,143)	(1,429)	(1,684)

CRIME AND CORRUPTION COMMISSION
Statement of Cash Flows
for the year ended 30 June 2026

GST remitted to ATO		(42)	(12)	(30)	(29)
Other		(159)	(148)	(11)	(167)
Net cash provided by (used in) operating activities		**1,261**	**2,696**	**(1,435)**	**2,655**
Cash flows from investing activities					
Inflows:					
Sales of property, plant and equipment		404	174	230	327
Outflows:					
Payments of property, plant and equipment	8	(6,304)	(5,200)	(1,104)	(1,184)
Net cash provided by (used in) investing activities		**(5,900)**	**(5,026)**	**(874)**	**(857)**
Cash flows from financing activities					
Outflows:					
Finance Lease Payments	9	(351)	(288)	(63)	(341)
Net cash provided by (used in) financing activities		**(351)**	**(288)**	**(63)**	**(341)**
Net decrease in cash and cash equivalents		(4,990)	(2,618)	(2,372)	1,457
Cash and cash equivalents - opening balance		27,388	26,720	668	25,931
Cash and cash equivalents - closing balance	7	**22,398**	**24,102**	**(1,704)**	**27,388**

** An explanation of major variances is included at Note 17.*
The accompanying notes form part of these statements.

CRIME AND CORRUPTION COMMISSION
Statement of Cash Flows
for the year ended 30 June 2026

Reconciliation of Operating Result to Net Cash Provided by Operating Activities

	2026 $'000	2025 $'000
Operating result from continuing operations	306	1,156
Depreciation and amortisation expense	1,920	2,125
Losses on disposal of property, plant and equipment	92	77
Gains on disposal of property, plant and equipment	(4)	(18)
Finance costs	14	29
Change in assets and liabilities:		
(Increase)/decrease in other receivables	(1)	-
(Increase)/decrease in GST input tax credits receivable	(31)	23
(Increase)/decrease in LSL reimbursement receivables	(24)	71
(Increase)/decrease in AL reimbursement receivables	34	(93)
(Increase)/decrease in interest receivable	1	(2)
(Increase)/decrease in prepayments	(1,353)	(125)
Increase/(decrease) in accounts payable	167	(759)
Increase/(decrease) in accrued employee benefits	140	171
Increase/(decrease) in unearned revenue	-	-
Net cash from operating activities	**1,261**	**2,655**

Objectives of the Crime and Corruption Commission (CCC)

The Crime and Corruption Commission (CCC) is an independent statutory body set up to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. We investigate crime and corruption, have oversight of the public sector including police, and administer the Witness Protection Program.

Note 1: Summary of Significant Accounting Policies

Significant accounting policies are in the notes to which they relate, except as follows:

(a) Statement of Compliance

These financial statements are general purpose financial statements which have been prepared on an accrual basis, except for the Statement of Cash Flows which is prepared on a cash basis. They are prepared in accordance with:

- Section 39 of the *Financial and Performance Management Standard 2019*
- Australian Accounting Standards and Interpretations applicable to not-for-profit entities
- Queensland Treasury's Minimum Reporting Requirements for reporting periods beginning on or after 1 July 2025

Except where stated, the historical cost convention is used. This means that assets are recorded at their initial cost and liabilities are valued at the amount initially received in exchange for obligation.
There are no new accounting policies applied or changes in accounting policy in 2025-26.

(b) The Reporting Entity

The financial statements include the value of all assets, liabilities, equity, revenues and expenses of the CCC. The CCC does not control any other entities.

(c) Other Presentation Matters

Currency and rounding

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest $1,000 or, where that amount is $500 or less, to zero, unless disclosure of the full amount is specifically required.

Comparatives

Comparative information has not been restated.

Current/Non-Current Classification

Assets and liabilities are classified as either "current" or "non-current" in the Statement of Financial Position and associated notes.

Assets are classified as "current" where their carrying amount is expected to be realised within 12 months after the reporting date. Liabilities are classified as "current" when they are due to be settled within 12 months after the reporting date, or the CCC does not have a right to defer settlement to beyond 12 months after the reporting date.

All other assets and liabilities are classified as non-current.

(d) Authorisation of Financial Statements for Issue

The financial statements are authorised for issue by the Chief Finance Officer, Chief Executive Officer and Chairperson at the date of signing the Management Certificate.

Note 1: Summary of Significant Accounting Policies (cont'd)

(e) Taxation

The CCC is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

(f) Receivables

Receivables are measured at amortised cost which approximates their fair value and represent amounts owed to the CCC at the end of the reporting period. Any receivable impairment allowance reflects expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast recoverability. Where there is no reasonable expectation of recovering an amount owed the debt is written-off by directly reducing the receivable against the loss allowance.

Sundry debtors are recognised at the amounts due at the time of service delivery, that is, the agreed sale/contract price. Settlement of these amounts is required within 30 days from invoice date.

(g) Accounting Estimates and Judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have the potential to cause a material adjustment to the carrying amount of assets and liabilities and associated depreciation and amortisation expenses within the next period. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant effect are outlined in the following financial statement notes:

- Valuation, depreciation and impairment of Property, Plant and Equipment (Note 8)
- Right-of-use Assets and Lease Liabilities (Note 9)
- Provisions (Note 12)
- Contingencies (Note 14)

(h) Future Impact of Accounting Standards Not Yet Effective

At the date of authorisation of the financial statements, there are no new or amended accounting standards with future effective dates that are applicable and have a material impact on the CCC.

(i) Climate risk disclosure

Whole-of-Government climate-related reporting

The State of Queensland, as the ultimate parent of the CCC, provides information and resources on climate related strategies and actions accessible at https://www.treasury.qld.gov.au/policies-and-programs/climate/ and https://www.treasury.qld.gov.au/policies-and-programs/energy/.

The Queensland Sustainability Report (QSR) outlines how the Queensland Government measures, monitors and manages sustainability risks and opportunities, including governance structures supporting policy oversight and implementation. To demonstrate progress, the QSR also provides time series data on key sustainability policy responses. The QSR is available via Queensland Treasury's website at https://www.treasury.qld.gov.au/research-and-publications/reports/queensland-sustainability-report/.

Note 1: Summary of Significant Accounting Policies (cont'd)

(i) Climate risk disclosure (cont'd)

CCC accounting estimates and judgements – climate-related risks

The CCC considers climate-related risks when assessing material accounting judgements and estimates used in preparing its financial report. Key estimates and judgements identified include the potential for changes in asset useful lives, changes in the fair value of assets, impairment of assets, the recognition of provisions or the possibility of contingent liabilities.

No adjustments to the carrying value of assets were recognised during the financial year as a result of climate-related risks impacting current accounting estimates and judgements. No other transactions have been recognised during the financial year specifically due to climate-related risks impacting the CCC.

The CCC continues to monitor the emergence of material climate-related risks that may impact the financial statements of the CCC, including directives from Government or Queensland Treasury.

Note 2: Grants and Other Contributions

Accounting Policy:

Government Grants – Government grants arise from non-exchange transactions and are recognised as revenue in the year in which the CCC obtains control over them or the right to receive them. Grants are accounted for under AASB 1058 *Income of Not-for-Profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

Other Contributions – Services Received Below Fair Value – The CCC recognises contributions of services only if the services would have been purchased had they not been donated and their fair value can be measured reliably. Where this is the case, the amount representing the fair value is recognised as revenue with a corresponding expense for the same amount.

	2026 $'000	2025 $'000
Grants		
Queensland Government grant[1]	76,222	72,180
Other Contributions – Services Received Below Fair Value (Note 6)		
Queensland State Archives	392	164
Employee costs for police secondments from Queensland Police Service (QPS)[2]	1,242	1,260
	1,634	1,424
Total	77,856	73,604

1 The CCC is funded by parliamentary appropriations for the provision of its outputs. These appropriations are received by the Department of Justice (DOJ) and forwarded to the CCC on a quarterly basis in the form of a grant.

2 As at 30 June 2026, 8 police FTEs were seconded to the CCC from the QPS and paid for by the QPS (2025: 8 police FTEs seconded).

Note 3: Employee Expenses

Accounting Policy:

Wages, Salaries and Sick Leave – Salaries and wages due but unpaid at reporting date are recognised as a liability in the Statement of Financial Position. As the CCC expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts. Refer to Note 11 for balances.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees, and no liability for unused sick leave entitlements is recognised. As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

***Annual Leave* –** The CCC became a member of the Queensland Government's Annual Leave Central Scheme (ALCS) starting 1 July 2018. Under this scheme, a levy is made on the CCC to cover the cost of employees' annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears. Refer to Note 11 for balances.

***Long Service Leave* –** Under the Queensland Government's Long Service Leave Central Scheme, a levy is applied on the CCC to cover the cost of employees' long service leave. Levies are expensed in the period in which they are payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears. Refer to Note 11 for balances.

No provision for long service leave is recognised in the CCC's financial statements, the liability being held on a whole-of-government basis and reported in those financial statements, pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting.*

***Superannuation* –** Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's defined benefit plan (the former QSuper defined benefit categories now administered by the Government Division of the Australian Retirement Trust) as determined by the employee's conditions of employment

Defined Contribution Plans **–** Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant Enterprise Bargaining Agreement (EBA) or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined Benefit Plan **–** The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the CCC at the specified rate following completion of the employee's service each pay period. The CCC's obligations are limited to those contributions paid.

Note 3: Employee Expenses (cont'd)

	2026 $'000	2025 $'000
Employee Benefits		
Wages, Salaries and Sick Leave	42,842	41,912
Annual Leave levy/expense	3,362	3,251
Long service levy/expense	1,198	1,169
Employee superannuation contributions	6,322	6,093
Other employee benefits	168	150
Employee Related Expenses		
Workers' compensation premium	593	542
Payroll tax	2,033	1,957
Other employee related expenses	595	800
Total	57,113	55,874

	2026	2025
Number of full-time equivalent (FTE) employees[1]	337	338

[1] As at 30 June 2026 it includes 62 (2025: 62) police FTE positions seconded from the QPS and paid for by the CCC.

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions

(a) The Commission

The Commission is the governing body and comprises a full time Commissioner who is the Chairperson, one (1) part-time Commissioner who is the Deputy Chairperson, and three (3) part-time Ordinary Commissioners. The Commission is responsible for providing strategic leadership and direction for the performance of the CCC's functions. The Chairperson has specific responsibilities relating to the proper performance of the CCC's functions.

(b) Chief Executive Officer (CEO)

The CEO is responsible for the efficient, effective and economic administration of the CCC. The CCC's financial accountability functions and public records powers are also delegated to the CEO. The CEO reports to the Commission.

(c) Key Management Personnel (KMP)

The CCC's responsible Minister is identified as part of the CCC's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. That Minister is the Attorney-General and Minister for Justice and Minister for Integrity. Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Member's Remuneration Handbook. The CCC does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch within the Department of Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers is disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

The details for non-ministerial KMP reflect those CCC positions that had authority and responsibility for planning, directing and controlling activities of the CCC during 2025-26 and 2024-25. Further information about these positions can be found in the body of the Annual Report under the section relating to Governance and people.

(d) Remuneration Expenses

Chairperson Remuneration

The remuneration paid to the Chairperson is determined by the Governor-in-Council and is equivalent to the superannuable salary of a Supreme Court judge, other than the Chief Justice or the President of the Court of Appeal, as provided for under the *Judicial Remuneration Act 2007*.

The Chairperson's conditions of employment includes a jurisprudential allowance, an expense of office allowance, vehicle allowance, leave equivalent to the public service and a pension in accordance with the provisions of the *Crime and Corruption Act 2001*. The Chairperson is not eligible for a performance bonus.

Acting Chairperson Remuneration

The remuneration paid to the acting Chairperson is determined by the Governor-in-Council. When acting as the Chairperson, the appointees will continue to receive their substantive superannuable salary, and will receive the pro-rata difference between their substantive superannuable salary and the salary paid to the Chairperson which is equivalent to the salary paid to a Supreme Court Judge.

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

Chief Executive Officer (CEO) and Senior Executive Remuneration (Cont'd)

The remuneration paid to the CEO is determined by the Governor-in-Council; however, remuneration policy for both the CCC's CEO and senior executive personnel is based on rates set by the Queensland Public Sector Commission as provided for under the *Public Sector Act 2022*, and approved by the Minister.

For the 2025-26 year, the remuneration for the CEO did not increase. Senior executive personnel remuneration increased by 3% on 1 July 2025 (2024: 4%) in accordance with government policy.

Remuneration expenses for key management personnel comprise the following components:

- Short-term employee expenses which include:
    - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the senior executive position
    - non-monetary benefits — consisting of car parking benefits
- Long-term employee expenses include amounts expensed in respect of long service leave entitlements earned
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations
- Termination benefits are provided for within individual contracts of employment for senior executive personnel only. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for the termination
- The CEO's appointment terms and senior executive personnel contracts do not provide for performance bonuses.

The remuneration and other terms of employment for the senior executive personnel are specified in employment contracts.

Part-time Ordinary Commissioners' Remuneration

The remuneration paid to the part-time Deputy Chairperson and Ordinary Commissioners is determined by the Governor-in-Council and based on rates specified in the guidelines for Remuneration Procedures for Part-time Chairs and Members of Queensland Government Bodies. The remuneration amounts shown include superannuation.

Name of Commissioner	Position	Date of term commencement	*2026 $'000*	*2025 $'000*
Kathryn McMillan	Deputy Chairperson	20 December 2022 to current	72 *	87 *
Helen Darch	Ordinary Commissioner	14 May 2021 to current	47	47
Peter Dowling	Ordinary Commissioner	3 November 2022 to current	47	47
Simone Webb	Ordinary Commissioner	25 August 2023 to current	47	47
Total			**213**	**228**

** Remuneration expenses include costs in relation to acting arrangements established during the year.*

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

1 July 2025 – 30 June 2026

Position	*Short term employee expenses*		*Long-Term Employee Expenses $'000*	*Post-Employment Expenses $'000*	*Total Expenses $'000*
	Monetary Expenses $'000	*Non-monetary benefits $'000*			
Chairperson	585	6	15	63	**669**
Chief Executive Officer	328	6	9	42	**385**
Senior Executive Officer, Corruption	293	6	8	37	**344**
Senior Executive Officer, Crime	241	6	6	31	**284**
General Manager, Strategy & Renewal	247	6	6	31	**290**
General Manager, Operations Support	270	6	7	47	**330**
Total Remuneration	**1,964**	**36**	**51**	**251**	**2,302**

Key Management Personnel (KMP) positions are those that have responsibility for planning, directing and controlling the activities of the CCC. Amounts reflected in the Total Expenses of each KMP role include accrual accounting basis (Note 1(a)) that align to the expenses reflected in the Statement of Comprehensive Income. Expenses for temporary relieving arrangements of KMP are not disclosed in accordance with the Financial Reporting Requirements for Queensland Government Agencies. Refer to details in Note 4 (a) – (d).

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(d) Remuneration Expenses (cont'd)

1 July 2024 – 30 June 2025

Position	*Short term employee expenses*		*Long-Term Employee Expenses $'000*	*Post-Employment Expenses $'000*	*Total Expenses $'000*
	Monetary Expenses $'000	*Non-monetary benefits $'000*			
Chairperson	538	7	14	56	**615**
Chief Executive Officer	359	7	9	46	**421**
Senior Executive Officer, Corruption	61	1	2	4	**68**
Acting Senior Executive Officer, Corruption 9 September 2024 to 6 December 2024	67	2	2	9	**80**
Senior Executive Officer, Corruption[1] 2 December 2024 to current	172	4	4	22	**202**
Senior Executive Officer, Crime	294	7	8	37	**346**
General Manager, Strategy & Renewal 5 August 2024 to current	220	6	6	28	**260**
General Manager, Operations Support	257	7	7	44	**315**
Total Remuneration	**1,968**	**41**	**52**	**246**	**2,307**

[1] – The Senior Executive Officer, Corruption acted in the position from 2 December 2024 until being permanently appointed to the position from 6 February 2025

Key Management Personnel (KMP) positions are those that have responsibility for planning, directing and controlling the activities of the CCC. Amounts reflected in the Total Expenses of each KMP role include accrual accounting basis (Note 1(a)) that align to the expenses reflected in the Statement of Comprehensive Income. Expenses for temporary relieving arrangements of KMP are not disclosed in accordance with the Financial Reporting Requirements for Queensland Government Agencies. Refer to details in Note 4 (a) – (d).

Note 4: The Commission, Senior Executive Personnel, Remuneration Expenses and Related Party Transactions (cont'd)

(e) Related Party Transactions

Transactions with people/entities related to KMP

The CCC obtained related party declarations from each member of the Commission, the Chief Executive Officer and key executive management personnel for the period 1 July 2025 to 30 June 2026. No related party transactions have been identified as per AASB 124 *Related Party Disclosures* from the declarations completed and searches performed.

Transactions with other Queensland Government-controlled entities

The CCC's primary ongoing sources of funding are from the Department of Justice and are provided in cash by way of revenue (Note 2). The CCC has material transactions with other Queensland Government-controlled entities consistent with normal day-to-day business operations provided under standard terms and conditions, including the payment of worker's compensation and insurance premiums:

- Queensland Treasury Corporation – term deposit investments (Note 7)
- Queensland Police Service – employee secondments (Note 2, Note 3 and Note 6)
- Department of Housing and Public Works – motor vehicles lease, property rentals and building maintenance (Note 5)
- Office of State Revenue – payroll tax (Note 3)
- Queensland State Archives – archival storage services (Note 2 and Note 6)
- Corporate Administration Agency – financial and payroll systems and processing services under the 'Shared Services Provider' model (Note 5)
- CITEC - data centre services (Note 5)
- Department of Justice – legal services through the Director of Public Prosecutions (Note 5)
- Department of the Premier and Cabinet – employee secondments (Note 3)
- Queensland Audit Office – financial statement audit services (Note 6)
- WorkCover Queensland – obligations for employee compensation insurance (Note 3)
- Department of Customer Services, Open Data and Small and Family Business – Information technology systems and services (Note 5)
- Queensland Government Insurance Fund – general liability insurance including public and products liability (Note 6)
- Queensland Shared Services (QSS) – Technology Services (Note 5)

Note 5: Supplies and Services

	2026 $'000	2025 $'000
Property rentals [1]	4,352	4,065
Information technology (IT) hardware and software	4,326	2,710
Consultants and contractors	2,292	1,769
Telecommunications and access costs	2,238	1,976
Legal costs [2]	804	(23)
Furniture and equipment (non-asset)	677	745
Other supplies and services	568	502
Motor vehicle running costs	542	475
Corporate service providers	483	468
Security	474	625
Travel	443	362
Building and equipment maintenance	398	385
Electricity	318	401
Operational expenses	296	186
Software purchases	20	6
Total	18,231	14,652

1 Property rentals include lease expenses for Green Square accommodation, which is exempted from AASB 16 *Lease* as it is a non-specialised commercial office accommodation under the Queensland Government Accommodation Office (QGAO) framework. The Department of Energy and Climate has substantive substitution rights over the assets used.

2 The CCC received reimbursement of $370,280 in legal costs in 2024-25 from the Department of Justice. These costs were incurred in 2023-24.

Note 6: Other Expenses

	2026 $'000	2025 $'000
External audit fees [1]	82	80
Insurance premiums [2]	34	35
Services received below fair value (see Note 2)	1,634	1,424
Losses - on disposal of property, plant and equipment	92	81
Sundry expenses	43	47
Total	1,885	1,667

1 Estimate of fees payable to Queensland Audit Office relating to the 2025–26 financial statements is $81,900 (2025 fee: $79,900).

2 The CCC's non–current physical assets and other risks are insured through the Queensland Government Insurance Fund, premiums being paid on a risk assessment basis. Insurance claims are subject to a $10,000 deductible per claim.

Note 7: Cash and Cash Equivalents

Accounting Policy:

Cash and Cash Equivalents – Cash and cash equivalents include all cash and cheques receipted but not banked at 30 June. Term deposits are held with major banking institutions and/or Queensland Treasury Corporation and represent liquid investments with short periods to maturity that are readily convertible to cash on hand at the CCC's option and that are subject to a low risk of changes in value.

	2026 $'000	2025 $'000
Imprest accounts	3	3
Cash at bank	522	918
Term deposits	21,873	26,467
Total	22,398	27,388

Note 8: Property, Plant and Equipment

Accounting Policy:

Recognition – All property, plant and equipment are initially recognised and subsequently measured at cost. Cost comprises purchase price plus additional expenditure incurred to maintain the asset in the condition necessary to be used as intended.

Items of Property, Plant and Equipment (PPE) are recognised in the Statement of Financial Position where their initial acquisition costs equal or exceed $5,000. Items with a lesser value are expensed in the year of acquisition.

Measurement – The CCC uses the historical cost model to measure assets after they are recognised, which means that assets are carried at their acquisition cost less accumulated depreciation and any accumulated impairment losses. The carrying amounts for plant and equipment measured at cost approximate their fair value at reporting date.

Depreciation Expense – Property, Plant and Equipment is depreciated on a straight-line basis to allocate the net cost of each asset, less any estimated residual value, progressively over its estimated useful life to the CCC. Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the CCC.

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity, that is, when the asset is available for use and is operating in the manner intended by management. These assets are then reclassified to the relevant asset class.

Each class of depreciable and intangible assets is depreciated or amortised based on the following useful lives.

***Plant and Equipment**:*

Motor Vehicles	2–5 years
Computer Equipment	3–8 years
General and Technical Equipment	3–15 years
Leasehold Improvements	9–18 years

The useful lives of plant and equipment assets were reviewed during the reporting period and adjusted where necessary.

Note 8: Property, Plant and Equipment (cont'd)

	2026 $'000	2025 $'000
Motor Vehicles:		
At cost	2,263	2,178
Less: Accumulated Depreciation	(517)	(555)
	1,746	1,623
Computer Equipment:		
At cost	7,885	3,153
Less: Accumulated Depreciation	(3,049)	(2,955)
	4,836	198
General and Technical Equipment:		
At cost	3,119	2,607
Less: Accumulated Depreciation	(1,970)	(1,617)
	1,149	990
Leasehold Improvements:		
At cost	15,848	15,808
Less: Accumulated Depreciation	(15,383)	(14,680)
	465	1,128
Work in Progress:		
At cost	-	-
Total	8,196	3,939

Note 8: Property, Plant and Equipment (cont'd)

Property, Plant and Equipment Reconciliation

	Motor vehicles		Computer equipment		General and technical equipment		Leasehold improvements		Work in progress		Total	
	2026 $'000	**2025 $'000**	**2026 $'000**	**2025 $'000**	**2026 $'000**	**2025 $'000**	**2026 $'000**	**2025 $'000**	**2026 $'000**	**2025 $'000**	**2026 $'000**	**2025 $'000**
Carrying amount at 1 July	1,623	1,633	198	344	990	1,070	1,128	1,629	-	13	3,939	4,689
Acquisitions	935	696	4,778	23	544	292	41	186	-	(13)	6,298	1,184
Disposals[1]	(493)	(381)	-	-	-	(4)	-	-	-	-	(493)	(385)
Transfers between classes	-	-	-	-	-	-	-	-	-	-	-	-
Restoration cost adjustment	-	-	-	-	-	-	-	(4)	-	-	-	(4)
Depreciation[2]	(319)	(325)	(140)	(169)	(385)	(368)	(704)	(683)	-	-	(1,548)	(1,545)
Carrying amount at 30 June	**1,746**	**1,623**	**4,836**	**198**	**1,149**	**990**	**465**	**1,128**	**-**	**-**	**8,196**	**3,939**

1 Any gain or loss on disposal is recognised at the date of disposal.

2 Depreciation is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive Income.

Note 9: Right-of-use Assets and Lease Liabilities

Accounting Policy:

The CCC has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases and leases of low value assets, where it is expected to cost less than $10,000 when new.

When measuring the lease liability, the CCC uses its incremental borrowing rate as the discount rate where the interest rate implicit in the lease cannot be readily determined, which is the case for all of the CCC's leases. To determine the incremental borrowing rate, the CCC uses loan rates provided by Queensland Treasury Corporation that correspond to the commencement date and term of the lease.

Right-of-use assets	**2026**	**2025**
	$'000	**$'000**
Right of Use - Leased Asset		
At cost	1,718	630
Less: Accumulated Amortisation	(315)	(315)
	1,403	**315**

Lease Liability	**2026**	**2025**
	$'000	**$'000**
Current		
Finance lease liability [1]	469	345
Total	469	345
Non-Current		
Finance lease liability [1]	934	-
Total	934	-

[1] The CCC entered into a three-year office accommodation lease extension on 30 March 2026 for the period of 1 July 2026 to 30 June 2029. The CCC re-valued its lease liability and Right-of-Use (RoU) asset under *AASB 16 Leases* for the extension of lease.

Maturity analysis

The following table shows the undiscounted value for CCC lease liabilities

	Payable in							
	< 1 year		1–5 years		> 5 years		Total	
	2026	2025	2026	2025	2026	2025	2026	2025
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Lease liability	**477**	**352**	**1,005**	**-**	**-**	**-**	**1,482**	**352**

Note 10: Payables

Accounting Policy:

Payables – The CCC recognises creditors upon receipt of the goods or services and are measured at the agreed purchase price or contract price including any trade and other discounts when goods and services ordered are received. Amounts owing are unsecured and are generally settled on 30-day terms. While these are generally settled on 30-day terms, the CCC is currently paying its suppliers within 20-day payments terms in line with the Queensland Government's On-time Payment Policy.

	2026 $'000	2025 $'000
Contractual Payables		
Creditors	830	795
Queensland Police Service	518	437
	1,348	**1,232**
Statutory Payables		
Payroll Tax	174	155
Fringe Benefits Tax	23	21
Superannuation	47	17
	244	**193**
Total	**1,592**	**1,425**

Note 11: Accrued Employee Benefits*

	2026 $'000	2025 $'000
Wages outstanding	392	176
Annual leave levy payable	894	955
Long service leave levy payable	223	239
Total	**1,509**	**1,370**

* Refer Note 3 for employee expenses accounting policy

Note 12: Provisions

Accounting Policy:

Recognition and Measurement – Provisions are recorded when the CCC has a present obligation, either legal or constructive, as a result of a past event, and the amount of the provision can be reliably measured. They are recognised at the amount expected at reporting date for which the obligation will be settled in a future period.

The provision for restoration costs relate to clauses in lease agreements for office accommodation which require the CCC to restore a leased premises at the completion of the lease. As the settlement of the obligation is expected after 12 or more months, the provision has been discounted to reflect the present value of these obligations using a rate that reflects current market assessments and risks specific to the liability. The finance costs relate to unwinding of the discount on the provision.

	2026 $'000	2025 $'000
Restoration Costs	245	242
Total	**245**	**242**

	2026 $'000	2025 $'000
Movements in provisions		
Restoration Costs		
Balance at 1 July	242	236
Provision adjustment	3	6
Balance at 30 June	**245**	**242**

Note 13: Commitments for Expenditure

Commitments for capital expenditure at reporting date (inclusive of non-recoverable GST input tax credits) are payable:

	Capital Expenditure		Total Commitments	
	2026 $'000	**2025 $'000**	**2026 $'000**	**2025 $'000**
Not later than one year	28	114	28	114
Later than one year and not later than five years	-	-	-	-
Total	**28**	**114**	**28**	**114**

Note 14: Contingencies

Accounting Policy:

Recognition – Contingent assets and liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value.

Litigation in progress

As at 30 June 2026, 21 cases (2025: 17 cases) were ongoing before various courts, naming the CCC as either an applicant or respondent:

	2026 Number of Cases	**2025 Number of Cases**
Supreme Court	3	3
Magistrates Court	-	-
Queensland Civil and Administrative Tribunal (QCAT)	18	14
Total	**21**	**17**

It is not possible to make a reliable estimate of the final costs, if any, that could be recovered or payable from these cases at this time.

The CCC is insured with the Queensland Government Insurance Fund (QGIF). Under the QGIF, the CCC would be able to claim back, less a $10,000 deduction, the amount paid to successful litigants. Although these matters are still under review, it is considered that any outcomes will not have a material financial impact on the information disclosed in these financial statements.

Note 15: Financial Instruments

Accounting Policy:

Recognition –

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the CCC becomes party to the contractual provisions of the financial instrument.

Classification and Measurement – Financial instruments are classified and measured as follows:

Financial Assets:

Cash and cash equivalents – held at fair value through profit and loss

Contractual Receivables – held at amortised cost

Financial Liabilities:

Contractual Payables – held at amortised cost

Lease Liabilities – held at amortised cost

(a) Categorisation of Financial Instruments

The CCC has the following categories of financial assets and financial liabilities:

	Note	2026 $'000	2025 $'000
Financial assets			
Cash and cash equivalents	7	22,398	27,388
Contractual receivables		904	916
Total		**23,302**	**28,304**
Financial liabilities			
Contractual payables	10	830	795
Lease liabilities	9	1,403	345
Total		**2,233**	**1,140**

(b) Financial Risk Management

The CCC's activities expose it to a variety of financial risks — interest rate risk, credit risk, liquidity risk and market risk. The CCC provides written principles for overall risk management as well as policies covering specific areas. These policies focus on the financial performance of the CCC. All financial risk is managed by the Corporate Services Division under policies approved by the Commission or Chief Executive Officer.

Note 15: Financial Instruments (cont'd)

(b) Financial Risk Management (cont'd)

Credit Risk Exposure

Credit risk exposure refers to the situation where the CCC may incur financial loss as a result of another party to a financial instrument failing to discharge its obligation. The CCC monitors exposure to credit risk on an ongoing basis.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the gross carrying amount of those assets inclusive of any allowance for impairment. The CCC manages credit risk by ensuring that it invests in secure assets and monitors all funds owed on a regular basis. The following table represents the CCC's maximum exposure to credit risk based on contractual amounts net of any allowances:

Maximum Exposure to Credit Risk		**2026**	**2025**
Category:	**Note**	**$'000**	**$'000**
Financial Assets			
Contractual receivables		904	916
Total		904	916

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired.

The CCC did not have any financial assets that were past due but not impaired in the current or previous period.

Liquidity Risk

Liquidity risk refers to the situation where the CCC may encounter difficulty in meeting obligations associated with these financial liabilities that are settled by delivering cash or another financial asset.

The CCC manages liquidity risk by ensuring the CCC has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that sufficient levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities. The following table sets out the liquidity risk of financial liabilities held by the CCC.

	Note	**< 1 year**		**1–5 years**		**> 5 years**		**Total**	
		2026 $'000	**2025 $'000**	**2026 $'000**	**2025 $'000**	**2026 $'000**	**2025 $'000**	**2026 $'000**	**2025 $'000**
Financial liabilities									
Contractual Payables	10	830	795	-	-	-	-	830	795
Lease liabilities	9	469	345	934	-	-	-	1,403	345
Total		**1,299**	**1,140**	**934**	**-**	-	**-**	**2,233**	**1,140**

Note 15: Financial Instruments (cont'd)

(b) Financial Risk Management (cont'd)

Market Risk

Market risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

The CCC does not trade in foreign currency. It manages price risk and interest rate risk through its liquidity management strategy and by ensuring that expenditure is within funding levels.

Exposure to interest rate risk is limited to cash assets bearing variable interest rates. The CCC minimises risk by investing in secure short–term investments, mainly fixed term deposits, in accordance with Part 6 of the *Statutory Bodies Financial Arrangements Act 1982*.

(c) Fair Value

The fair value of receivables and payables is the transaction cost or the face value. The CCC considers that the carrying amount of receivables and payables represent fair value at the balance date because of the short-term nature of the financial instruments and the expectation that they will be paid in full.

Note 16: Trust Transactions and Balances

Operational Activities

The CCC undertakes certain trustee transactions on behalf of individuals as a result of operational activities. As the CCC acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed separately under this note.

At 30 June 2026, the CCC held $719,111 (2025: $875,418) in a trust bank account as a result of operational activities.

Note 17: Budgetary Reporting Disclosures - Explanation of Major Variances

Note 17A: Explanation of Major Variances – Statement of Comprehensive Income

Grants and other contributions:	The decrease in grant revenue funding against the original 2025-2026 budget is the result of the deferral of an anticipated $4M surplus which was approved in February 2026 and offset by increases for whole of government wages policy. These funds have been reallocated across the forward estimates to 2030-31 to fund a range of digital projects.
Interest:	The increase is due to interest rate increases across 2025–2026.
Employee expenses:	Decreased employment expenses against the original 2025-2026 budget due to increased employee vacancies in a tight labour market partially offset by whole of government wage policy increases.
Supplies and services:	The decrease is mainly due to reduced expenditure from deferral of funding for future digital projects and increased employee vacancies due to market pressures that resulted in reduced operating expenditure due to capacity issues.
Depreciation and amortisation:	The decrease is mainly due to a deferral of capital equipment replacement for the CCC data centre that did not get commissioned until June 2026.
Other expenses	The increase is due to additional Services Received Below Fair Value
Operating results from continuing operations:	The $0.306M surplus is due to increased employee vacancies due to labour market pressures and reduced operating expenditure as a result of capacity issues.

Note 17B: Explanation of Major Variances – Statement of Financial Position

Cash and cash equivalents	The decrease is due to the replacement of property, plant and equipment replaced in June 2026 and payment of payables as at 30 June 2026.
Other assets	The increase is due to software licenses fee prepayments
Property, plant and equipment:	The increase is due to the information technology data centre project with the equipment commissioned on 19 June 2026.
Payables	The decrease is due to supplier invoices including the Queensland Police Service received and paid before 30 June 2026.

Note 17C: Explanation of Major Variances – Statement of Cash Flows

Grants and other contributions:	The decrease in grant revenue funding against the original 2025-2026 budget is the result of the deferral of an anticipated $4M surplus which was approved in February 2026 and offset by increases for whole of government wages policy. These funds have been reallocated across the forward estimates to 2030-31 to fund a range of digital projects.
Interest receipts:	The increase is due to interest rate increases across 2025–2026.
Employee expenses:	The decrease is due to increased employee vacancies in a tight labour market partially offset by whole of government wage policy.
Supplies and services	The decrease is mainly due to reduced expenditure from deferral of funding for future digital projects and increased employee vacancies due to market pressures that resulted in reduced operating expenditure due to capacity issues.
Payments for Property, plant and equipment:	The increase is primarily due to the information technology data centre project with the equipment commissioned on 19 June 2026.

CRIME AND CORRUPTION COMMISSION
Management Certificate for the year ended 30 June 2026

These general purpose financial statements have been prepared pursuant to s.62(1) of the *Financial Accountability Act 2009* (the Act), section 39 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with s.62(1)(b) of the Act we certify that in our opinion:

(a) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and

(b) the financial statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Crime and Corruption Commission for the financial year ended 30 June 2026 and of the financial position of the Commission at the end of that year; and

We acknowledge responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respects, of an appropriate and effective system of internal controls and risk management processes with respect to financial reporting throughout the reporting period.

Bruce Barbour
Chairperson
Crime and Corruption Commission

Date: 18 August 2026

Jen O'Farrell
Chief Executive Officer
Crime and Corruption Commission

Date: 18 August 2026

Paul Bracegirdle
Chief Finance Officer
Crime and Corruption Commission

Date: 18 August 2026

Queensland Audit Office
Better public services

INDEPENDENT AUDITOR'S REPORT

To the Chairperson of the Crime and Corruption Commission

Report on the audit of the financial report

Opinion

I have audited the accompanying financial report of the Crime and Corruption Commission (the 'Commission').

The financial report comprises the statement of financial position as at 30 June 2026, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements including material accounting policy information, and the management certificate.

In accordance with s. 40 of the *Auditor-General Act 2009*, for the year ended 30 June 2026:

a) I received all the information and explanations I required.

b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

c) In my opinion, the financial report:

   i. gives a true and fair view of the entity's financial position as at 30 June 2026, and its financial performance and cash flows for the year then ended

   ii. complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including independence standards)* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the entity for the financial report

The Commission is responsible for:

- the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and such internal control as they determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error

- the establishment and keeping of accounts in accordance with prescribed requirements
- assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the entity or to otherwise cease operations.

Auditor's responsibilities for the audit of the financial report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of my responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
www.auasb.gov.au/auditors_responsibilities/ar4.pdf

A further description of my responsibilities under the *Auditor-General Act 2009* and *Auditor-General Auditing Standards* is located at the Queensland Audit Office website at:
www.qao.qld.gov.au/audit-program/audit-standards

These descriptions form part of my auditor's report.

20 August 2026

Rachel Vagg
Auditor-General

Queensland Audit Office
Brisbane

Appendices

Appendix A | Attestation of IS18 (ISMS) Information & Cybersecurity Risk

26 September 2025

Mr Adam Smith
Acting General Manager Cyber Security
Data and Digital Government
Department of Customer Services, Open Data and Small and Family Business
Level 5, 140 Creek Street
Brisbane Qld 4000

Dear Mr Smith,

RE: **CEO Attestation of IS18:2025 (ISMS) Information and Cybersecurity Risk**

I note that under the Queensland Government Enterprise Architecture (QGEA) Information Security Policy IS18:2025, the agency accountable officer is required to attest to the Queensland Government Chief Information Security Officer, as to the information security of their organisation. Accordingly, as the accountable officer for the Crime and Corruption Commission (CCC), I provide the following attestation.

I have an informed opinion that risks to the information and information systems of the CCC, have been treated to meet the agency's risk tolerance, cognisant of the business risks of the organisation and the changing threat landscape. Information security risks are managed appropriately in the CCC.

The scope of the CCC Information Security Management System (ISMS) includes all information and information assets owned/processed by the CCC excluding those seized or collected as property or evidence or for the processing thereof.

My information security team have undertaken assurance activities to provide me with advice which informs my opinion of the CCC's information security risk position. Where business impact warrants, independent expertise has been received to support my opinion of the CCC's information security risk posture.

The CCC has an approved and resourced operational maturity uplift project in 2025–26. The project has been endorsed by the Executive Leadership Team and reflects a commitment to continuously improving the CCC's information security posture.

In addition, the CCC has met the majority of requirements of the Information Security policy (IS18:2025) during the 2024–2025 financial year.

Yours sincerely,

Jen O'Farrell
Chief Executive Officer
Crime and Corruption Commission

Appendix B | Glossary of terms

ACIC	Australian Criminal Intelligence Commission
ADW	Analytics Data Warehouse
AFP	Australian Federal Police
AM	Member of the Order of Australia
AML	Anti-Money Laundering
APMF	Application Portfolio Management Framework
APSACC	Australian Public Sector Anti-Corruption Conference
ARMC	Audit and Risk Management Committee
ARRs	Annual report requirements for Queensland Government agencies (*2025–26 reporting period*)
ATO	Australian Taxation Office
AUSTRAC	Australian Transaction Reports and Analysis Centre
BMC	Budget Management Committee
CAM	Complaints Assessment Model
CC Act	*Crime and Corruption Act 2001*
CC BY	Creative Commons Attribution (*CC BY 4.0 International licence)*
CCC	Crime and Corruption Commission
CCOLA	*Crime and Corruption & Other Legislation Amendment Act 2024*
CDPP	Commonwealth Director of Public Prosecution
CEO	Chief Executive Officer
CFT	Countering the Financing of Terrorism
CMC	Crime and Misconduct Commission
COI	Commission of Inquiry
CPCA Act	*Criminal Proceeds Confiscation Act 2002* (CPA Act)
CPNQ	Corruption Prevention Network Queensland
Cth	Commonwealth
DFV	Domestic & family violence
dGRC	Digital Governance, Risk and Compliance system
DIB	Diversity, Inclusion & Belonging
DoJ	Department of Justice
DWP	Digital Workplace Program
eDRMS	Electronic document and records management system
ELT	Executive Leadership Team
FAA	*Financial Accountability Act 2009*
FATF	Australia's joint Financial Action Tast Force (*known as the FATF Standards*).
FCU	Forensic Computing Unit
FPMS	Financial and Performance Management Standard 2019
FTE	Full-time equivalent
ICAC	Independent Commission Against Corruption
IPOLA	*Information Privacy and Other Legislation Amendment Act 2023*
ISMS	Information and Cybersecurity Risk
ISSN	International Standard Serial Number
JAMC	Joint Assessment and Monitoring Committee
KC	King's Counsel
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Intersex, or questioning
ME	Mutual evaluation
MHFA	Mental Health First Aid
MNDB	Mandatory Notification of Data Breach
MoU	Memorandum of Understanding
MP	Member of Parliament
NDIS	National Disability Insurance Scheme
NSW	New South Wales
ODPP	Office of the Director of Public Prosecutions
OI	Immediate Outcomes
OIA	Office of the Independent Assessor
OMCG	Outlaw Motorcycle Gang
OS&W	Organisational Safety and Wellbeing Committee
PAICE	People, Accountability, Integrity, Courage & Excellence (*the CCC Values*)
PCCC	Parliamentary Crime and Corruption Committee
PDA	Performance and Development Agreement
PPDFV	Police perpetrated domestic and family violence
PPRA	*Police Powers and Responsibilities Act 2000* (Qld)
QAO	Queensland Audit Office
QCAT	Queensland Civil & Administrative Tribunal
QGEA	Queensland Government Enterprise Architecture
QHRC	Queensland Human Rights Commission
QJAG	Queensland Joint Analyst Group
Qld	Queensland
QPS	Queensland Police Service
QSA	Queensland State Archives
RAP	Reconciliation Action Plan
SDS	Service Delivery Standards
SSS	Strategic, Systemic and/or Strategic
TI Act	*Telecommunications Interception Act 2009* (Qld)
TIA Act	*Telecommunications (Interception and Access) Act 1979* (Cth) (TIA Act)
UPA	Unit of public administration
VCG	Values and Culture Group

Appendix C | Compliance checklist

<table>
<tr><th colspan="2">Summary of requirement</th><th>Basis for requirement</th><th>Annual report reference</th></tr>
<tr><td>Letter of compliance</td><td>• A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</td><td>ARRs – section 7</td><td>Page 4</td></tr>
<tr><td rowspan="6">Accessibility</td><td>• Table of contents</td><td rowspan="2">ARRs – section 9.1</td><td>Page 3</td></tr>
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<tr><td>• Public availability</td><td>ARRs – section 9.2</td><td>Page 2</td></tr>
<tr><td>• Interpreter service statement</td><td>Queensland Government Language Services Policy
ARRs – section 9.3</td><td>Page 2</td></tr>
<tr><td>• Copyright notice</td><td>Copyright Act 1968
ARRs – section 9.4</td><td>Page 2</td></tr>
<tr><td>• Information Licensing</td><td>QGEA – Information Licensing
ARRs – section 9.5</td><td>Page 2</td></tr>
<tr><td>General information</td><td>• Introductory Information</td><td>ARRs – section 10</td><td>Pages 6–16</td></tr>
<tr><td rowspan="3">Non-financial performance</td><td>• Government's objectives for the community and whole-of-government plans/specific initiatives</td><td>ARRs – section 11.1</td><td>N/A</td></tr>
<tr><td>• Agency objectives and performance indicators</td><td>ARRs – section 11.2</td><td>Pages 19–24</td></tr>
<tr><td>• Agency service areas and service standards</td><td>ARRs – section 11.3</td><td>Pages 22–24</td></tr>
<tr><td>Financial performance</td><td>• Summary of financial performance</td><td>ARRs – section 12.1</td><td>Pages 26–27</td></tr>
<tr><td rowspan="6">Governance – management and structure</td><td>• Organisational structure</td><td>ARRs – section 13.1</td><td>Page 11</td></tr>
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<tr><td>• Government bodies (statutory bodies and other entities)</td><td>ARRs – section 13.3</td><td>Pages 16, 74–76</td></tr>
<tr><td>• Public Sector Ethics</td><td>Public Sector Ethics Act 1994
ARRs – section 13.4</td><td>Page 44</td></tr>
<tr><td>• Human Rights</td><td>Human Rights Act 2019
ARRs – section 13.5</td><td>Page 45</td></tr>
<tr><td>• Queensland public service values</td><td>ARRs – section 13.6</td><td>N/A</td></tr>
<tr><td rowspan="6">Governance – risk management and accountability</td><td>• Risk management</td><td>ARRs – section 14.1</td><td>Page 73</td></tr>
<tr><td>• Audit committee</td><td>ARRs – section 14.2</td><td>Page 72</td></tr>
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<tr><td rowspan="2">Governance – human resources</td><td>• Strategic workforce planning and performance</td><td>ARRs – section 15.1</td><td>Pages 49–50</td></tr>
<tr><td>• Early retirement, redundancy and retrenchment</td><td>Directive No.04/18 Early Retirement, Redundancy and Retrenchment
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<tr><td>• Overseas travel</td><td>ARRs – section 31.2</td><td>https://data.qld.gov.au</td></tr>
<tr><td>• Queensland Language Services Policy</td><td>ARRs – section 31.3</td><td>https://data.qld.gov.au</td></tr>
<tr><td>• Charter of Victims' Rights</td><td>VCSVRB Act 2024
ARRs – section 31.4</td><td>N/A</td></tr>
<tr><td rowspan="2">Financial statements</td><td>• Certification of financial statements</td><td>FAA – section 62
FPMS – sections 38, 39 and 46
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<tr><td>• Independent Auditor's Report</td><td>FAA – section 62
FPMS – section 46
ARRs – section 17.2</td><td>Pages 112–113</td></tr>
</table>

FAA *Financial Accountability Act 2009*
FPMS Financial and Performance Management Standard 2019
ARRs Annual report requirements for Queensland Government agencies

Crime and Corruption Commission

QUEENSLAND

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