

# ANNUAL REPORT 2024-25

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



## 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 2024)*<sup>1</sup> *Operational Plan 2024–25*, and *Service Delivery Statement 2024–25*.<sup>2</sup>

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 2024–25 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 section 13 of 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/annualreport](http://www.ccc.qld.gov.au/annualreport) or in hard copy upon request. Our website also hosts detailed information about our agency, including our *Strategic Plan 2023–27 (Updated 2024)*, 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](#).<sup>3</sup>



### 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](mailto: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

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### Attribution

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**Note:** This publication is accessible through the CCC website: [www.ccc.qld.gov.au/annualreport](http://www.ccc.qld.gov.au/annualreport)

<sup>1</sup> [www.ccc.qld.gov.au/publications/ccc-strategic-plan](http://www.ccc.qld.gov.au/publications/ccc-strategic-plan)

<sup>2</sup> [https://s3.treasury.qld.gov.au/files/Budget\\_2024-25\\_SDS\\_Department\\_of\\_Justice\\_and\\_Attorney-General.pdf](https://s3.treasury.qld.gov.au/files/Budget_2024-25_SDS_Department_of_Justice_and_Attorney-General.pdf)

<sup>3</sup> [www.data.qld.gov.au](http://www.data.qld.gov.au)

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## Letter of compliance

29 August 2025

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 2024–2025 and financial statements for the Crime and Corruption Commission for the reporting period 1 July 2024 to 30 June 2025.

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 124 of this annual report.

Yours sincerely



**Bruce Barbour**

Chairperson  
Crime and Corruption Commission

# About us

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# Message from the Chairperson

**Our *Strategic plan 2023–27* set out a new vision of our role as a modern, effective crime and anti-corruption agency. This *Annual Report 2024–25* enables us to share with our community and stakeholders what we have accomplished during this second year of our four-year plan.**

The Crime and Corruption Commission’s purpose is to protect Queenslanders from the incidence and impact of serious and organised crime, and serious and systemic corruption.

To do so, an important part of our work is to identify and engage with immediate threats and significant risks. As this year’s report shows, our organisation uses its professional experience, powers and skills to deal effectively with those matters.

But the impact of crime and corruption is not always immediate or visible. It takes a long-term toll that erodes families, communities, the health of public institutions and confidence in government. Like their impact, crime and corruption are not always straightforward things to perceive or uproot. They are most often masked by complex behaviours and processes designed to hide the truth.

For the CCC, the process of identifying and disrupting perpetrator activity and enablers is a challenging mix of delivering operational outcomes while always looking to leverage predictive mechanisms such as strategic intelligence, insights and data analysis. They enable us to make connections and see the bigger picture. By taking the long view, we can formulate both tactical responses and effective strategies, as this year’s report will show.

The **operational outcomes** the Crime Division delivered, in partnership with and to assist other law enforcement agencies including the Queensland Police Service (QPS), related to a broad range of offences.

Our **investigations and hearings** related to 14 homicide investigations, 6 child deaths or serious injury related investigations, and 11 investigations into organised crime offending. The criminal activity included violent crimes against vulnerable people, manufacturing of weapons and explosives, trafficking of illicit drugs and money laundering.

Our **proceeds of crime function** restrained \$5.80 million and secured court orders confiscating \$17.50 million in proceeds of crime. That latter figure included a confiscation of \$11.1 million that resulted from a fraud in connection with a false claim made to a Queensland government department.

In parallel with those operations, our future-focused work included 222 crime **intelligence and information disclosures** to law enforcement, and our **advocacy for legislative reform**.

Last financial year we recommended that Queensland’s ***Criminal Proceeds Confiscation Act 2002 (CPCA)*** be modernised<sup>5</sup> to increase its effectiveness, particularly in dealing with money laundering and digital assets, including cryptocurrencies. The Department of Justice has now established a joint working group which includes CCC officers to commence progressing the reform recommendations.

The work of the Crime Division demonstrates how we obtain results with and for our partners in law enforcement while building our collective longer-term capability to identify and disrupt criminal activity and evolving methodologies.

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<sup>5</sup> CCC Report: Modernising Queensland’s asset confiscation regime is available at: [www.ccc.qld.gov.au/CPCA-Act-review-2024](http://www.ccc.qld.gov.au/CPCA-Act-review-2024)

This financial year the Corruption Division has continued the important operational work of complaints management and investigation, and pursued an active program of corruption prevention and stakeholder engagement. At the same time, it has finalised a high-level framework designed to clearly articulate our priorities and processes, enhance our systems, and make the most of our data assets.

In 2024–25 our **Corruption position statement** and operating model was finalised. The statement defines the CCC's corruption jurisdiction, roles and responsibilities as Queensland's anti-corruption commission and establishes how performance is measured.

It also outlines our **seven corruption priorities** which are informed by our operational work, data analysis, intelligence gathering and research activities as well as engagement with our stakeholders. These priorities inform where we focus our efforts and guide our corruption prevention and stakeholder engagement.

In 2024–25 we received 5,422 **complaints**, comprised of some 10,089 allegations, of suspected corruption. This figure continues the trend of a steady increase in the number of complaints received, representing an eight per cent increase on the previous year. We finalised 41 **corruption investigations**, and made 33 **prevention recommendations**.

Our **corruption prevention campaigns** have continued to provide educational information to the public sector and community. The long-awaited amendments to the *Crime and Corruption Act 2001* to **restore our power to report on corruption investigations** will enable us to communicate more fully about the nature of corruption risks and vulnerabilities in Queensland.

Our **Corruption Perceptions Survey**<sup>6</sup> closed in May, and the full results were published on our website at the end of July 2025. While the full analysis is not yet complete, the perceptions and concerns expressed by some 10,000 community members and public sector employees are a valuable insight into where they believe we should focus our efforts.

The survey is just part of our intention to bring together important corruption-related data sources. This work will be complemented by a project that is currently underway to better **capture outcomes data from serious matters referred to agencies for resolution**. The automated exchange of corruption outcomes data between the CCC and public sector agencies will provide an improved understanding of corruption prevalence in Queensland, streamline information exchange between units of public administration, and enable us to develop targeted prevention initiatives.

Several of the initiatives within the Corruption Division had their origin in the Commission of Inquiry relating to the Crime and Corruption Commission (*Fitzgerald/Wilson Inquiry*), whose report was handed down in August 2022. Three years later, we have completed 26 of the 32 recommendations relating to the investigative and charging powers of the CCC in relation to corruption investigations, the role of seconded police officers for our corruption jurisdiction and our ongoing role in preventing corruption. We are on target to complete all recommendations by 30 June 2026.

In October 2025, the CCC will be providing its submission to the **Parliamentary Crime and Corruption Committee's (PCCC) five-yearly review of our activities**. Preparing for that submission has given me the opportunity to see our evolution as an organisation. It has also been a great insight into the changing nature of crime and corruption that we have seen emerging in Queensland, and the body of legislative change that has occurred over that time.

As we close out the 2024–25 financial year, I can say that our current strategic direction and our strong partnerships across integrity and law enforcement agencies are resulting in significant outcomes for the people of Queensland. I look forward to the CCC building on those achievements in 2025–26.

In closing, I want to thank all our staff for their professionalism and untiring efforts in service of the Queensland community.

**Bruce Barbour**  
Chairperson

<sup>6</sup> Corruption Perceptions Survey results are available at: [www.ccc.qld.gov.au/CPS-2025](http://www.ccc.qld.gov.au/CPS-2025)

# Message from the Chief Executive Officer

**Our *Strategic Plan 2023–27* firmly positioned the CCC as an organisation that embraces complexity, responsiveness and renewal. In 2024–25 we made considerable progress on our journey of transformation through strategic investments in people, technology and risk-management.**

## **Increasing our capacity to meet the challenges of crime and corruption**

To ensure success as a high-performing organisation, at the CCC we prioritise the capability and adaptability of both our people and our systems. Our investment in developing our people is paralleled by investment in updating or creating systems to best support their performance, enabling them to effectively identify, investigate and prevent serious crime and corruption.

An example of this is our response to the increasing concern to law enforcement in Australia and across the world about the use of digital assets for criminal purposes. In March 2021, we commenced a significant **uplift of our capability for investigations involving digital assets** such as cryptocurrency. The project was finalised in December 2024. Over that time, it delivered a digital asset training environment for CCC staff, specialist software and equipment, and a comprehensive review of relevant policies and procedures. We also developed a framework to guide future capability growth in this area, which we have shared with our law enforcement partners.

Other **specialist capability frameworks** that we have developed or are currently developing include those for corruption investigators, financial investigators and intelligence officers. Increasing the capability of our staff, and **empowering their adoption and use of new technologies**, is a critical factor in our organisational transformation. I am pleased to say that multiple digital projects were well advanced by the end of this financial year.

One of these is the development of **comprehensive, fit-for-purpose case management systems** (CMS) to support our crime and corruption investigators. In 2023–24 we began the search for a technical solution that would improve investigation workflows, decision making and reporting. The project is currently in evaluation phase and is on track for commencement in 2025–26. Companion projects to this include the replacement of our call charge record (CCR) database, an essential tool for our intelligence analysts and investigators, and plans for a new, faster electronic evidence review platform for investigators. All this work is part of a bigger picture that reflects our increasing sophistication in the use of data and intelligence, supported by greater automation of business processes.

## **Minimising risk, ensuring safety and security**

At the same time that technology is enabling us to work faster and smarter, it is also presenting us with unprecedented challenges, including **data protection and defending against cybersecurity threats**. The nature of the work that we do, and the sensitive data we hold, make the security of our IT systems a non-negotiable priority for the CCC.

This year as CEO I attested to the appropriateness of our **information security risk management** to the Queensland Government Chief Information Security Officer. I am pleased to report that there were no information security issues of material concern in 2024–25.



Other security measures we undertook included phishing and penetration testing of the ICT environment, and an exercise of our Cybersecurity Incident Response Plan (CIRP). This year, we completed a number of sensitive security projects, and will continue to make substantial investment in our IT and digital systems in the 2025–26 financial year.

Consideration of risk is essential not only to IT but to all our business operations and decision making, and this year we continued to **strengthen our risk capability**. A significant step in 2024–25 was the launch of our re-platformed digital governance, risk and compliance (dGRC) system. This enabled better recording, reporting, monitoring and analysis of our policy and governance needs. A focus for us in 2025–26 will be to refine our key risk instruments to ensure they keep pace with a rapidly evolving operating environment.

As a crime and anti-corruption agency, we are acutely aware that the work we undertake can be difficult and demanding. To minimise the risks to our staff, some of the protective measures that we have put in place include annual **psychological health screening** for officers in positions that may involve exposure to distressing information or images. Staff of our Crime and Corruption divisions have been prioritised in the roll-out of our **trauma-informed practice framework**, which was finalised this financial year. This work was undertaken in recognition of the sensitive interactions that we have with members of the public, particularly in the context of complaints and hearings.

Both these initiatives are part of a **comprehensive suite of mental health support measures**. I am pleased to say that this year we achieved ‘Skilled Workplace’ recognition through the Mental Health First Aid (MHFA) Australia Workplace Recognition Program,<sup>7</sup> as part of our increasing emphasis on psychological safety and workplace well-being.

### Looking ahead

As our annual report shows, in 2024–25 the CCC continued its evolution as a contemporary agency. Our commitment to continuous improvement, innovation and risk-readiness in our professional capabilities and our digital systems will enable us to deliver better services and outcomes for the people of Queensland in 2025–26.

In closing, I would like to thank the staff for their resilience, openness to change, and their dedication to the work and purpose of the CCC.

**Jen O’Farrell**  
Chief Executive Officer

<sup>7</sup> More information on the Mental Health First Aid (MHFA) Australia Workplace Recognition Program is available at: [www.mhfa.com.au/training-pathways/workplaces/workplace-recognition-program](https://www.mhfa.com.au/training-pathways/workplaces/workplace-recognition-program)

# 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.

# Who we are

**The Crime and Corruption Commission (CCC) is an independent agency established to combat major crime and 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 Commission (PCCC) and Department of Justice (DoJ).

Our work includes:

- Investigation of serious and organised crime.
- Receiving, assessing and investigating complaints of corruption within Queensland public sector.
- Holding hearings to advance CCC and other law enforcement agencies' investigations.
- 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 69–83.*

# 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<sup>8</sup> (UPA) 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.

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<sup>8</sup> 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.

# How we work

## Investigative powers

The CCC's investigative powers under the *Crime and Corruption Act 2001* include search, surveillance and seizure powers. Our investigators come from multi-disciplinary backgrounds which include police, intelligence officers, financial investigators, lawyers and civilian investigators.

## Intelligence

We gather, analyse and disseminate critical intelligence through our hearings, investigations and research which informs and guides the CCC's operational and strategic priorities and direction to our crime and corruption areas. Our intelligence analysts who support the divisions either hold a bachelor's degree in social science, law, criminology or psychology.

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

## Forensic computing

The Forensic Computing Unit (FCU) is primarily responsible for the collection, preservation, analysis and interpretation of digital evidence from computers and other digital devices used in investigations and operations undertaken by the CCC. Our FCU staff are a mix of police and civilian professionals who hold recognised qualifications and are certified forensic computing examiners with the International Association of Computer Investigative Specialists.

## 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 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.

## 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 a bachelor's degree 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.

## 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.

## Our powers

### 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 traditional 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.

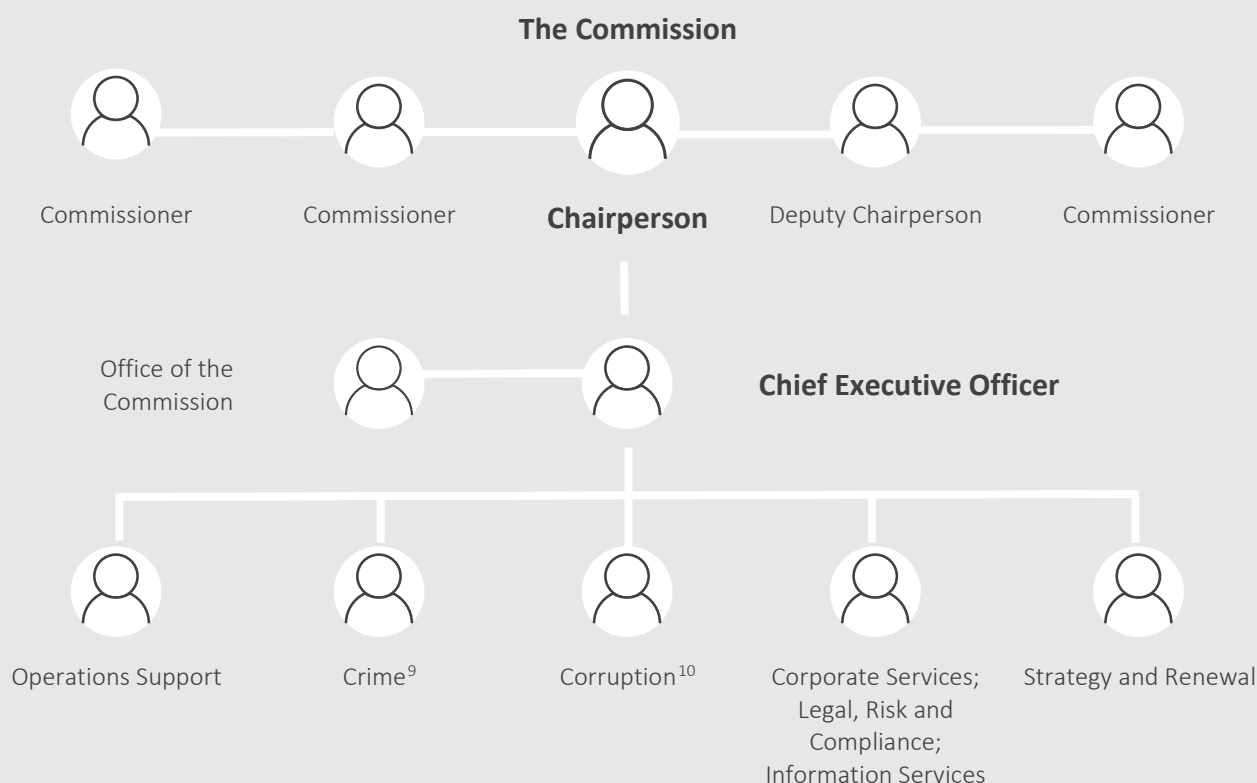
### Limits to our powers

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 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, 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 strategies, planning and performance management 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 73.*

<sup>9</sup> The Senior Executive Officer (Crime) is responsible to the Chairperson on operational matters.

<sup>10</sup> The Senior Executive Officer (Corruption) is responsible to the Chairperson on operational matters.

# Our stakeholders and partners

**In 2024–25 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

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 Integrity Commissioner

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

Queensland Mental Health Commission

Queensland Ombudsman and Inspector of Detention  
Services

Queensland Police Service (QPS)

Queensland public

Queensland units of public administration (UPAs)

## Other national and state stakeholders

### Commonwealth

Australian Criminal Intelligence Commission (ACIC)

Australian Federal Police (AFP)

Australian Taxation Office (ATO)

Australian Transaction Reports and Analysis Centre  
(AUSTRAC)

Home Affairs (including Australian Border Force)

National Anti-Corruption Commission (NACC)

### Australian Capital Territory

Australian Capital Territory Integrity Commission

### New South Wales

Independent Commission Against Corruption  
(New South Wales ICAC)

Law Enforcement Conduct Commission (LECC)

New South Wales Crime Commission

New South Wales Police Force

### Northern Territory

Northern Territory Police Force

Office of the Independent Commissioner Against  
Corruption (NT ICAC)

### South Australia

Independent Commissioner Against Corruption  
(SA ICAC)

Office for Public Integrity

South Australia Police

### Tasmania

Integrity Commission

Tasmania Police

### Victoria

Independent Broad-based Anti-corruption Commission  
(IBAC)

Victoria Police

### Western Australia

Corruption and Crime Commission (WA CCC)

Western Australian Police Force

*For more information on our internal and  
external oversight bodies, see pages 76–81.*



# 2024–25 at a glance

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# Key facts and figures for 2024–25

**\$78.549 million** annual budget

**337.8** full-time equivalent employees / **375** people employed

**24** crime investigations finalised

**133** days of hearings with **133** witnesses examined  
relating to major crime and intelligence investigations

**222** law enforcement crime intelligence and information disclosures

**8** confiscation matters concluded with  
**\$17.503 million** proceeds of crime confiscated by the State of Queensland

**5,567** complaints of suspected corruption assessed

**41** corruption investigations finalised  
resulting in **1** person charged with **1** criminal offence, and  
**1** recommendation for disciplinary action relating to **1** person

**33** corruption prevention recommendations were made  
from corruption investigations

# Strategic Plan 2023–27 (*Updated 2024*)

The CCC Strategic Plan 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.

## OBJECTIVE: *Efficient and Effective*

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

Our key strategies are to:

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

## OBJECTIVE: *Safe and Capable*

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

Our key strategies are to:

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

## OBJECTIVE: ***Accessible, Accountable and Collaborative***

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

Our key strategies are to:

- 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, private sector and universities to ensure responsible spending, access to specialist capabilities and enhance information sharing.
- Maximise opportunities with our partners to collectively use data and insights in a meaningful way.

## OBJECTIVE: ***Continuous Improvement***

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

Our key strategies are to:

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

**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 2024–25 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 QPS 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.
- Implementing the recommendations from the *Commission of Inquiry relating to the Crime and Corruption Commission Report*.
- Developing 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 2024)* through the achievements of our key deliverables under these objectives.

*A snapshot of our performance towards these strategic objectives is provided on pages 22–24 and 27–28.*

## Our strategic risks 2024–25

### Cyber, Data and IT Security

The rise of technology, reflecting digitisation and the increasing value of data, causes cybersecurity risks that may result in data breaches that disrupt our operations and put people's safety at risk.

### New Digital Technologies

New forms of digital technologies may bring into question the reliability of intelligence, establishing proof and evidence of crime.

### Talent

Talent shortages, a gap in workforce skills, the changing nature of the workforce and challenges associated with a small-scale agency delivering specialist capabilities have the potential to impede our strategy execution.

### Change

The size and complexity of the CCC transformation program and our ability to adapt to change may lead to delivery risks and reduce the benefits delivered.

### Regulation

Legislation that fails to keep pace with our dynamic operating environment and changing regulatory scrutiny may require changes to our operating model to maintain effective and efficient service delivery.

### Public Confidence

Accountability and transparency are critical to the performance of the CCC. Failure to communicate effectively may undermine public confidence.

### Economy

Economic instability, anticipated financial implications of a transformational change program, and increasing digital investment may constrain performance.

# Performance information

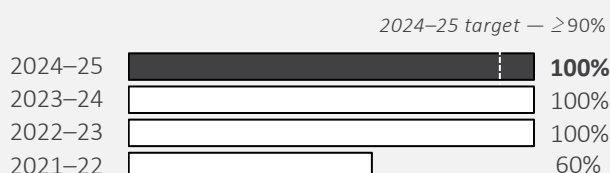
## Our Service Delivery Standards (SDS): Crime Fighting and Anti-Corruption

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

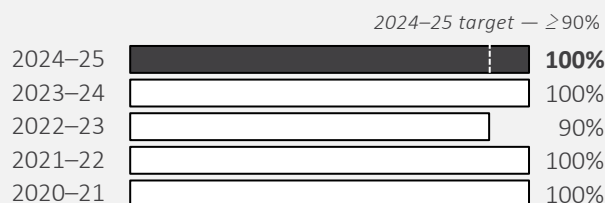
**Figure 1: (SDS 1) Percentage of targeted criminal organisation participants subject to an intelligence outcome as a result of CCC intelligence operations**

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 2: (SDS 2) Percentage of hearings that add value to a referred crime investigation<sup>1</sup>**

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.

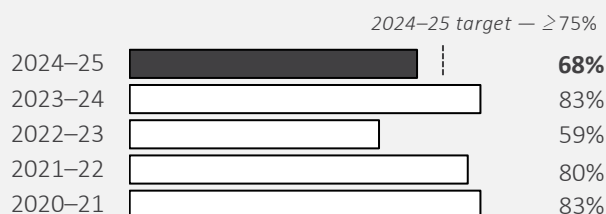


Note:

- The 2024–25 target/estimate has been amended to ≥90 per cent from 95 per cent. The performance of this service standard is sensitive to variation due to the number of hearings conducted each year, and several factors associated with witnesses refusing to answer questions, being certified for contempt or not providing any relevant information.

**Figure 3: (SDS 3) Percentage of corruption investigations resulting in significant outcomes<sup>2</sup>**

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.



Note:

- The 2024–25 measure did not meet its target due to four investigations finalised during the period arose from the DNA Commission of Inquiry (COI) which made comprehensive prevention recommendations. To avoid duplication, the CCC did not replicate those recommendations of the COI. This has resulted in no reportable significant outcomes for the CCC against those four finalised investigations. If those investigations related had been included in the calculation the CCC would have exceeded this measure at 78%.

**Figure 4: (SDS 4) Corruption investigation clearance rate; finalised/commenced<sup>3</sup>**

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.

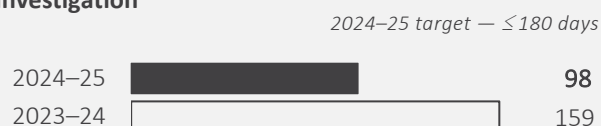


Note:

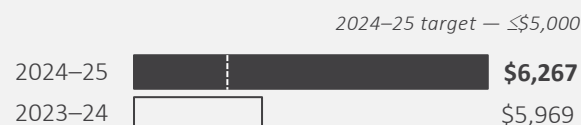
3. The 2024–25 target for this service standard has been met (Target  $\geq 80\%$ ). The FY 2024–25 actual results indicate 121% with a total of 41 investigations being finalised (some of which were carried over from the previous financial year) and 34 new investigations were commenced.

**Figure 5: (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 6: (SDS 6) Average cost per witness appearance for referred crime investigation<sup>4</sup>**

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.

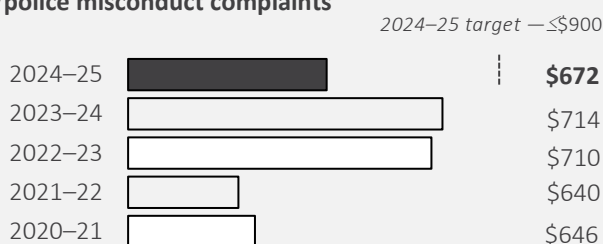


Note:

4. The 2024–25 target has not been met due to the inflationary impacts and associated increased costs of the Crime hearing function. The target for this service standard is to increase to  $\leq \$6,000$  for FY 2025–26 to accommodate the costs.

**Figure 7: Average cost per assessment of corrupt conduct/police misconduct complaints**

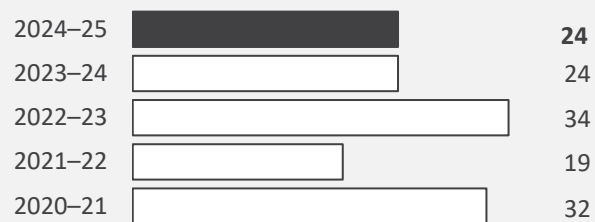
This measure demonstrates the efficiency of the CCC's assessment of corrupt / police misconduct complaints (assessed as within CCC jurisdiction) against all complaints received in the reporting period.



## 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.

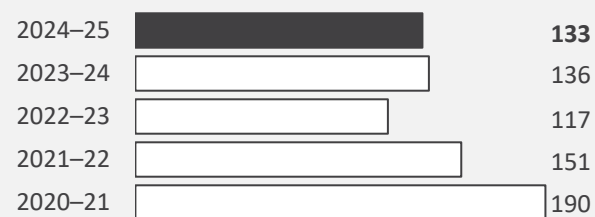
**Figure 8: Total number of Crime investigations finalised**



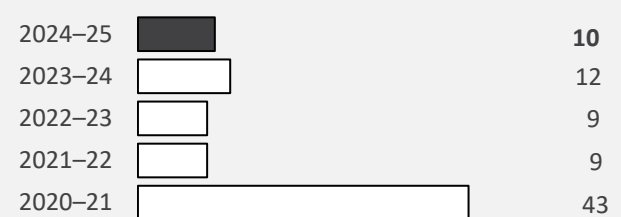
**Figure 9: Total number of Corruption investigations finalised**



**Figure 10: Total number of Crime hearing days**



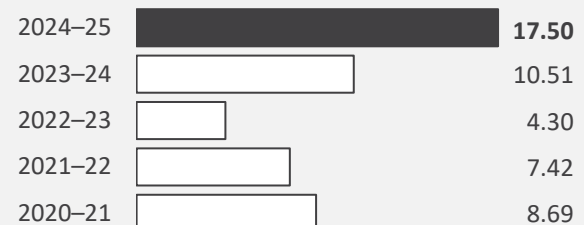
**Figure 11: Total number of Corruption hearing days**



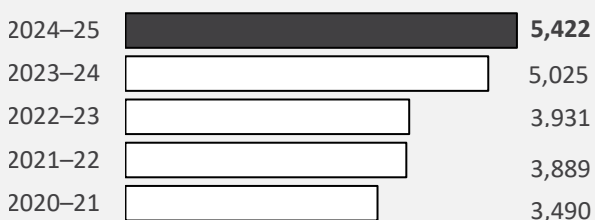
**Figure 12: Total value of assets restrained (\$ million)**



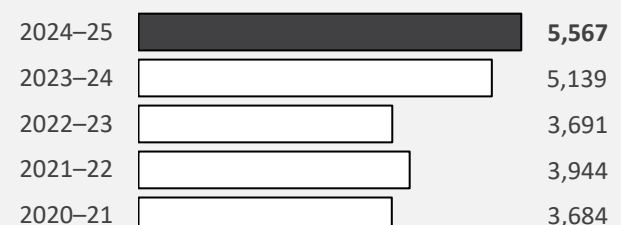
**Figure 13: Total value of assets confiscated (\$ million)**



**Figure 14: Total number of Corruption complaints received**



**Figure 15: Total number of Corruption complaints assessed**





# Financial summary

This financial summary provides an overview of our financial performance for 2024–25.

## Overview

The CCC had a net operating surplus of \$1.156 million in 2024–25. This surplus is due to the deferral of \$9.0 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 \$9.0 million in future years by investing in the development of new Investigation Case Management Systems for its crime and corruption functions and other digital transformation projects.

## Revenue

Total revenue for 2024–25 was \$75.503 million, an increase of 4.4 per cent or \$3.150 million from 2023–24.

State Government funding accounts for 95.6 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 2024–25, the CCC received ongoing funding for enterprise bargaining adjustments. The CCC also received \$5.653 million in ongoing funding to assist in implementing the recommendations from the *Fitzgerald/Wilson Commission of Inquiry*.

*A detailed view of our financial performance is provided in the Financial Statements (see page 87–118).*

**Figure 16: Financial results 2020–21 to 2024–25 (\$ million)**



## Expenditure

Total expenditure for 2024–25 was \$74.347 million, an increase of 2.5 per cent or \$1.838 million from the 2023–24 financial year. Employee expenditure increased by 5.2 per cent or \$2.765 million over the previous year due to increased employee costs from new temporary roles and whole of government wage policy.

The CCC spent \$14.652 million for supplies and services expenditure in 2024–25, compared to \$15.497 million in 2023–24. This is a decrease of 5.5 per cent or \$0.845 million from the previous year and is mainly due to lower expenditure incurred on specialist contractor services utilised to deliver the digital projects offset by 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 \$4.065 million or 27.7 per cent of total supplies and services expenditure. Information technology hardware and software maintenance costs at \$2.710 million or 18.5 per cent for various services are the second highest category of expenditure. Telecommunications and access costs at \$1.976 million or 13.5 per cent for various services are the third highest category of expenditure.

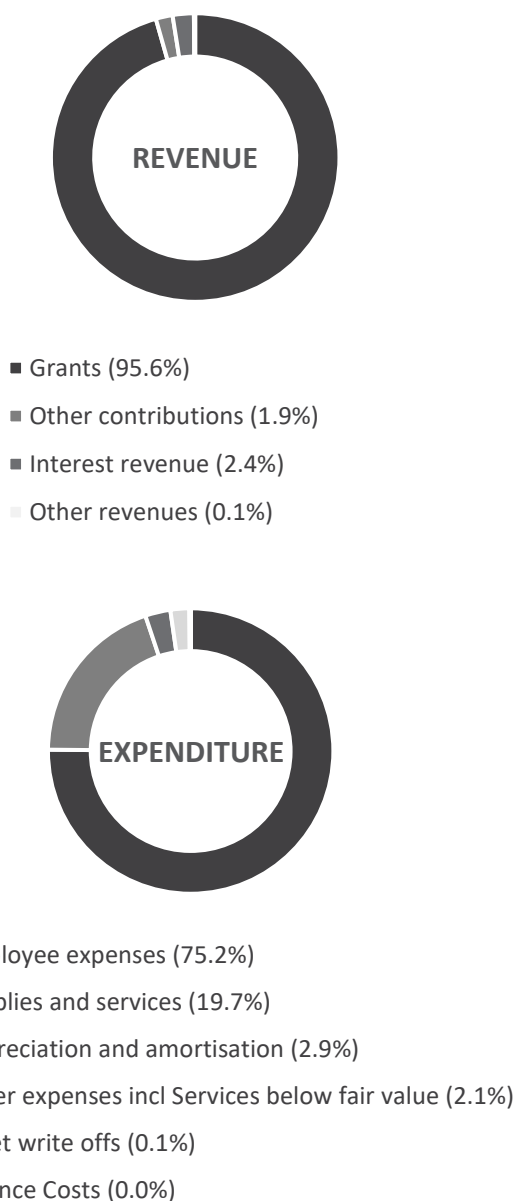
Non-cash contributions for services from the QPS in relation to the provision of police operational support and from QSA in relation to archival services increased by \$1.424 million. All other expenditure remained relatively consistent with the previous financial year.

## Financial position

### Capital acquisitions

The CCC invested \$1.184 million on capital acquisitions during the financial year compared to \$1.227 million in 2023–24, mainly as part of the ongoing asset replacement and maintenance program in accordance with our *Asset Strategic Plan*.

**Figure 17: Revenue and Expenditure**



# Key achievements

## OBJECTIVE: *Efficient and Effective*

- Held 133 hearing days of **crime and intelligence hearings**, examining 133 witnesses in relation to 14 homicide investigations, 6 child deaths or serious injury related investigations, **11 investigations into organised crime** offending, and support intelligence operations (see pages 32–37).
- Progressed **organised crime investigations** into weapons manufacturing and trafficking, drug trafficking and money laundering in Queensland (see page 32).
- Conducted **intelligence operations** into dangerous drug production, 3D weapons manufacturing and a professional money laundering syndicate (see page 33).
- **Restrained \$5.80 million** and secured court orders confiscating \$17.50 million in proceeds of crime (see page 34).
- Finalised 41 **corruption investigations** (see pages 40–41).
- Made 33 **prevention recommendations** to UPAs arising out of our finalised corruption investigations (see page 41).
- Tabled in parliament a report of the CCC's **review of police powers in high risk missing persons investigations** (see page 37).
- **Advocated for legislative reform** resulting in amendments to the CC Act - *Crime and Corruption and Other Legislation Amendment Act 2024* and the *Crime and Corruption Act (Restoring Reporting Powers) and Other Legislation Amendment Act 2025* (see page 47).
- Finalised a **trauma-informed practice framework** which describes the CCC's key elements, principles and practice domains to be undertaken to embed a trauma-informed approach into practice (see page 45).
- Finalised the **Corruption Position Statement and operating model**, including setting new Corruption priorities that will guide our work and prevention activities (see page 38).
- Trialled a **thematic monitoring approach** to assess how effectively a UPA dealt with a class of complaints and to identify opportunities to improve complaint management and prevent serious or systemic corruption (see page 42).
- Developed and commenced implementation of an **enhanced corruption prevention and engagement operating model** (see page 44).

## OBJECTIVE: *Safe and Capable*

- Achieved **'Skilled Workplace' recognition** through the Mental Health First Aid (MHFA) Australia Workplace Recognition Program (see page 52).
- Continued to develop targeted capability frameworks to guide uplift in specialty areas including **cryptocurrency**, corruption and **financial investigations and intelligence** (see page 53).
- Supported the **professional development** of our people through investing \$571,537 in training and development and capability uplift (see page 54).

- Delivered an inaugural **Equity and Diversity Audit report** to the Public Sector Commission as required in accordance with the *Public Sector Act 2022* (Qld) (see page 51).
- Developed and published a **Diversity, Inclusion and Belonging (DIB) Strategy and Action Plan 2024–26** (see page 51).
- Continued to **support early career pathways** through summer internships and participation in the broader public sector policy futures program (see page 55).
- Developed and delivered the first of two mandatory training sessions on the new **Mandatory Notification of Data Breach Scheme** (MNDB) (see page 50).

## OBJECTIVE: *Accessible, Accountable and Collaborative*

- Developed and commenced implementation of a **Corruption Stakeholder Engagement and Communication Strategy 2024–27** that will support more accessible and stakeholder-centric communication and engagement with our stakeholders (see page 59).
- Conducted a **Corruption Perceptions Survey** of community members and public sector employees working in local councils, state government departments, hospital and health services and the QPS (see page 61).
- Partnered with other integrity sector agencies to **support local and state government election candidates** and elected officials leading up to and following the local and state government elections (see page 59–60).
- Delivered communication campaigns to UPAs and public officials to **build fraud and corruption awareness** (see page 60).

## OBJECTIVE: *Continuous Improvement*

- Amended secondment arrangements between QPS and CCC to **increase flexibility and experience of seconded officers** to the CCC (see page 67).
- Entered a new **Memorandum of Understanding** (MoU) between the CCC and QPS (see page 67).
- Progressed a proof of concept to **automate the exchange of corruption complaint outcome information** with a partner agency to inform a future state model (see page 66).
- Prepared a pilot **post criminal prosecution review** in accordance with the CCC-ODPP MoU (see page 67).
- Developed and commenced implementation of a **Corruption Data and Insights Plan** (see page 66).

# External inquiries and reviews – ensuring accountability and transparency

**We report as transparently as we can to demonstrate our accountability to the public.**

Public inquiries and reviews are an important avenue for independently overseeing our operations and identifying opportunities to improve them. The public expect us to implement these recommendations and publicly report on our progress.

This section provides an overview of our progress (as at the end of the reporting period) against recommendations for which we have responsibility and a consolidated view of advancements we are making to create a better CCC.

## **Commission of inquiry relating to the Crime and Corruption Commission (*Fitzgerald/Wilson Inquiry*) 7 February 2022 to 9 August 2022.**

In February 2022, the Honourable Gerald Edward (Tony) Fitzgerald AC, KC and the Honourable Alan Wilson KC, were appointed to publicly inquire into and report on the adequacy and appropriateness of:

- the structure of the CCC in relation to the use of seconded police officers (in connection with its corruption jurisdiction)
- legislation, procedures, practices and processes relating to the charging and prosecution of criminal offences for serious crime and corruption in the context of CCC investigations, and
- section 49 of the *Crime and Corruption Act 2001*.

The final report was provided to the Queensland Government on 9 August 2022 and made 32 recommendations for change.

In response, the CCC developed a five-year road map to deliver on the recommendations, to ensure sustained transformation and enhanced public confidence in the CCC.

To date we have provided 30 reports on the implementation and delivery of recommendations to the Minister, PCCC and the Parliamentary Crime and Corruption Commissioner (in line with recommendations 31 and 32).

Recognising the significant public interest in the delivery of the recommendations, we have also released ten quarterly progress reports on our website.<sup>11</sup> Due to the progress in completing recommendations during 2024–25, the frequency of reporting will now transition to as required when the remaining recommendations are completed.

Delivery of the organisational reform required commenced in 2022–23 and as at 30 June 2025, of the 32 recommendations, the CCC has completed 26 recommendations in full.

In 2025–26 we will complete the implementation of the remaining four recommendations for which we have responsibility:

- Complete the transition to a predominantly civilianised model (recommendation 7).
- In conjunction with the QPS, jointly review each seconded police officer position within the Corruption Division to transition to a predominantly civilianised model (recommendation 9).
- Review operational policies and procedures for improved compliance (recommendation 21).
- Undertake a post-prosecution review for Corruption matters (recommendation 24).

<sup>11</sup> Quarterly Report ten was published on 9 July 2025. All Implementation and delivery of COI recommendations Quarterly Reports are available on our website at: [www.ccc.qld.gov.au/publications/implementation-and-delivery-coi-recommendations](http://www.ccc.qld.gov.au/publications/implementation-and-delivery-coi-recommendations)

# Objective: Efficient and effective

## Key strategies:

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

## 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 2024–25, 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 with 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

#### Illicit markets

Illicit markets involve the exchange of illegal goods and services, or the exchange of those things in unlawful ways. The CCC is concerned with illicit market activity that enables or involves serious organised crime, such as illicit drugs and firearms trafficking, and produces significant financial return for offenders. These markets are pervasive, and impacts have serious health and social ramifications, and economic costs for healthcare, law enforcement and the productivity of our communities.

Organised crime groups are heavily involved in illicit market activities with strong links to global supply chains through international networks and facilitators. Often these groups operate using sophisticated business models and expertise to produce significant financial return for those involved.

Those who facilitate or enable these crimes may be respected professionals within the community who offer their expertise on a fee-for-service basis. They may be recruited by organised crime groups through pre-existing networks that have global reach, requiring national and international law enforcement collaboration and coordination.

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

- undertaking serious and organised crime investigations, including in partnership with other law enforcement and intelligence agencies to enhance investigation 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 2024–25 we examined 57 witnesses over 58 hearing days to support and advance investigations by the CCC or the QPS that were focused on illicit markets.

*Our key investigative outcomes for illicit markets are summarised on pages 32–34.*

## 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 primarily responsible for investigation outcomes such as laying charges and arresting alleged offenders.

In 2024–25 the CCC finalised five referred investigations involving alleged organised crime involvement in illicit market activity and progressed two other investigations, summarised below.

**Firearms and dangerous drugs trafficking:** We examined four witnesses over four days, investigating a syndicate alleged to be involved in drug and firearms trafficking in Brisbane, including the operation of an illicit laboratory for drugs production, the lease of storage facilities for drugs under false names, and extensive use of strategies to avoid detection by law enforcement.

**Money laundering and drug trafficking syndicate:** We examined eight witnesses over six days to assist an investigation into alleged drug trafficking and money laundering by a syndicate based on the Gold Coast with links to an Outlaw Motorcycle Gang (OMCG).

**Intrastate drug trafficking syndicate:** We examined four witnesses over five days, investigating alleged trafficking of drugs, including cocaine and methylamphetamine, by a syndicate operating between Brisbane and Mackay.

**Drug trafficking and attempted murder:** We examined four witnesses over eight days investigating alleged drug trafficking activities by a syndicate whose actions ultimately culminated in the attempted murder of one of its members.

**Weapons trafficking and money laundering:** We examined three witnesses over three days, investigating alleged weapons trafficking and money laundering by a syndicate alleged to also be involved in the manufacture and trafficking of improvised explosive devices in Brisbane and surrounding areas.

**Manufacture, distribution and storage of weapons and explosives:** We examined ten witnesses over eight days to progress an investigation into the alleged manufacture, distribution and storage of weapons and explosives in Brisbane and surrounding areas, including improvised explosive devices.

**Organised crime surrounding assault and arson:** We examined two witnesses over one day to progress an investigation into alleged organised crime surrounding an assault and arson on a tobacconist at a convenience store in Brisbane.

## 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 2024–25, we finalised two CCC led major crime investigations (below) targeting illicit markets and their facilitators, with one investigation ongoing.

### Criminal network importation and trafficking

The CCC finalised a major crime investigation involving the suspected domestic and international money laundering, drug importation and trafficking by a criminal network associated with OMCs. As a result, 26 persons were charged with 109 offences, over 120 intelligence products were generated and disseminated to law enforcement agencies nationally, and over \$500,000 cash, 20 kgs of methylamphetamine and half a ton of cannabis were seized. In November 2024, one person who was investigated as part of this operation was sentenced in relation to their involvement in the attempted importation of 15 kgs of methylamphetamine from Mexico, receiving 6 years and 9 months imprisonment, with a non-parole period of 3 years.

### Criminal network drug production and trafficking

The CCC finalised a major crime investigation (undertaken concurrently with an intelligence operation) into the activities of an organisation alleged to be knowingly involved in supplying substances and equipment necessary to support the production of drugs including methylamphetamine, to criminal networks alleged to be involved in those activities. As a result, a major intelligence assessment was completed for law enforcement dissemination, identifying the activities of the organisation, and its vulnerabilities to exploitation by organised crime customers involved in drug production, as well as intelligence about the drug production and trafficking activities of those customers. The investigative strategies deployed during the investigation, and those engaged in the related intelligence operation (page 33) caused significant disruption to the alleged criminal activities of participants under investigation.



## 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 2024–25, we finalised two CCC intelligence operations (below) targeting illicit markets and their facilitators, with one investigation ongoing.

### Dangerous drug production

The CCC finalised an intelligence operation undertaken with the major crime investigation mentioned on page 32. The intelligence operation focused on identifying and assessing the alleged methodologies of the offending and opportunities to strengthen current legislative and regulatory frameworks designed to prevent the supply of controlled substances and equipment necessary to support the production of drugs such as methylamphetamine and heroin. As a result, a major intelligence assessment was completed and disseminated to State and Commonwealth law enforcement agencies, identifying gaps and opportunities for improvement in the current Queensland and national frameworks for the control of pre-cursor chemicals and equipment for the production of drugs. Intelligence generated from the investigation additionally resulted in four persons alleged to be involved in illicit drug production being charged with a total of 23 offences in connection with those alleged activities.

## Weapons manufacturing

The CCC finalised an intelligence operation focused on investigating alleged criminal organisation participants suspected of being involved in weapons manufacturing using 3D printing technology. Intelligence obtained from the investigation was used to counter anti-surveillance practices used by the criminal organisation, and an extensive intelligence assessment on 3D firearm printing manufacturing was undertaken and disseminated to Commonwealth and State law enforcement agencies nationally to improve understanding of the prevalence of the issue and opportunities for developing appropriate responses.

### 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.

## 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 illicit markets, resulting in eight restraining orders being obtained over assets valued at \$5.643 million and seven confiscation orders valued at \$6.403 million. This includes the following assets that were confiscated by the State:

- \$2.778 million cash seized by the QPS as part of an investigation into a sophisticated drug trafficking syndicate operating throughout the North Brisbane region.
- \$0.896 million cash seized by the QPS from a vehicle and commercial unit allegedly used for drug production.
- \$1.255 million cash seized by the QPS belonging to the target of a protracted investigation targeting drug trafficking and supply.

An additional \$11.100 million was confiscated by the state during 2024–25. The matter involved a fraud in connection with a false claim, made to a Queensland government department, for reimbursement to a farming enterprise in rural Queensland under the Murray-Darling Basin Healthy Headwater's program.

As at 30 June 2025:

- Eighteen confiscation investigations are underway with the potential for \$15 million in assets to be restrained.
- Twenty confiscation actions have commenced with an estimated \$16.585 million in assets under restraint.
- Six matters where assets to the value of \$12.551 million have been confiscated and are in the process of being recovered for deposit into consolidated revenue.

## Measuring our performance

In 2025–26 the CCC will introduce a new effectiveness performance measure for our proceeds of crime function. This performance measure will demonstrate the value of this work to the Queensland community by comparing the total value of criminal assets recovered with the total cost of the proceeds of crime 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). This new measure will be reported along with our other performance measures in the Queensland Government Service Delivery Statements for 2025–26.

**Figure 18: Proceeds of crime matters assessed, restraining and confiscation orders made in 2024–25**



## Strategic and research projects

### Strengthening the effectiveness of Queensland's confiscation schemes

While Queensland's *Criminal Proceeds Confiscation Act 2002* (CPC Act) seeks to undermine the profitability of serious and organised crime, contemporary serious and organised crime is complex, highly adaptive, and can be extremely lucrative. Meeting these challenges requires legislation that is effective and flexible enough to respond to this environment.

The CCC commenced a review of the CPC Act in July 2023 to identify options to improve the scope, operability, and the strength of the State's legislative scheme for criminal confiscation. In April 2024 the CCC published a report on its review.<sup>12</sup> The report identified that the CPC Act requires significant reform over seven priority areas, and made 10 recommendations to modernise the legislative scheme. To date, the Queensland Government has not provided a formal response on these recommendations, however the DoJ has now established a joint working group which includes CCC and QPS officers to commence progressing the reform recommendations.

### Enhancing our digital asset (cryptocurrency) investigation capability

In March 2021, we commenced a significant project to uplift our capability for investigations involving digital assets such as cryptocurrency, with a focus on the infrastructure, resources, policies and procedures needed to support training, administrative and operational environments for investigations involving cryptocurrency transactions.

The project concluded on 31 December 2024 delivering:

- a digital asset training environment for CCC staff
- a capability framework to guide future activities for digital asset capability development, which was shared with other State and Commonwealth enforcement partners
- specialist software and equipment to increase our ability to trace and investigate digital assets
- foundational digital asset training for over 60 CCC staff, including advanced training for subject matter experts and forensic staff, and
- a comprehensive review of the CCC's operational policies and procedures to identify areas requiring supplementation or amendment related to digital asset investigations.

The project also delivered a new digital assets chapter in our Operations Manual, including supporting forms and financial delegations, which take effect from 1 July 2025. These new tools are accompanied by comprehensive staff training sessions.

The new digital assets chapter outlines how CCC staff investigate, store, transfer and manage digital assets and associated risks and includes directions and guidance for:

- digital asset investigations, including use of internal and external subject matter experts and proprietary blockchain explorers
- use of digital asset wallets, including seizure equipment and purchases: wallet types, wallet use, digital currency exchange accounts and user roles
- transferring digital assets, including registering addresses, transaction approvals, general transaction principles and transaction records
- handling digital asset credentials, including discovery and managing sensitive digital asset information
- taking control of a digital assets (seizure or restraint), including general requirements and risk considerations, recovering digital asset wallets and taking control of digital assets, and
- inspecting controlled digital assets and credentials, and assurance requirements.

The new financial delegation instrument supports authorisation of overt and covert digital asset related transactions, including for CCC held or controlled custodian digital currency accounts, and for the use of cryptocurrency automatic teller machines, and non-custodial digital asset wallets.

<sup>12</sup> CCC Report: Modernising Queensland's asset confiscation regime is available at: [www.ccc.qld.gov.au/CPCA-Act-review-2024](http://www.ccc.qld.gov.au/CPCA-Act-review-2024)

## 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 2024–25, we supported several QPS operations involving homicides and other serious violent crimes, assisting the QPS to progress 14 investigations involving the examination of 55 witnesses over 56 days of hearings. These include the following matters:

**Homicide of a 36-year-old male in November 2021** who was reported missing in early 2022. The hearing revealed information and evidence previously unknown to police, and the falsity of evidence previously provided to police.

**Extortion, theft and violence in Southeast Queensland since November 2023**, by a syndicate involving at least four individuals. The hearing program delivered positive results and elicited information of significant value to the investigation.

**Homicide of a 62-year-old male in Brisbane's south** at a private residence in August 2024. The hearing program assisted in understanding the cause of death, and providing information police had previously been unable to obtain.

**Homicide of a 23-year-old female at Logan** in July 2024. The hearing program obtained information about one person of interest's planning and motivation, and addendum statements provided by two witnesses.

**Dangerous operation of a motor vehicle causing death of a 49-year-old male at Lanksey** (Mount Isa) in June 2024. The hearing program clarified a version of events surrounding the incident, including evidence of responsibility for the driving which caused the victim's death.

**Cold case investigation into the homicide of a 45-year-old male at Booyal** (or elsewhere) in January 2000. The hearing program assisted in solidifying a timeline of relevant events, supporting a new case theory and opening new lines of inquiry.

**Suspected homicide of a 38-year-old female at Cooktown** in February 2023. The hearing assisted by obtaining extensive detail about a person of interest's movement that was not previously provided to police.

**Suspected homicide of a 23-year-old female at Caboolture** in December 2024, who had suffered gunshot wounds. The hearing program assisted police in understanding the context surrounding the alleged homicide, and gathered other essential evidence supporting the police investigation into the matter.

**Suspected homicide of a 49-year-old female** on or about 21 February 2025 after being found deceased in the Brisbane River. The hearing program obtained information of use to furthering lines of inquiry in relation to a person of interest.

**Suspected homicide of a 67-year-old male in the Mackay region** on an unknown date between 5 and 9 November 2024. The hearing program closed and exhausted lines of inquiry, verified evidence already obtained and obtained versions of events from those connected to the person of interest.

The following investigations remain ongoing and concern the:

- **homicide of a 53-year-old male** in South-East Queensland in 2025
- **homicide of a 27-year-old female** in the Darling Downs region in 2025
- **homicide of a 17-year-old female** in the Wide Bay-Burnett region in 2025, and
- **the separate homicides of two males in 2002** which are believed to be linked. The matter has resulted in a multi-jurisdictional investigation.

## 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 Referral.

In 2024–25, we supported several QPS investigations involving homicides and other alleged serious crimes against children, assisting the QPS to progress six investigations by examining 21 witnesses over 19 days. These include the following completed hearing programs:

***Alleged inflicted torture against a 10-week-old child*** between January and March 2024. The hearing program assisted police in narrowing lines of inquiry in relation to a person of interest.

***Homicide of a three-week-old child resulting in their death*** in July 2024. The hearing program obtained detailed evidence from each witness, exhausted all lines of inquiry and assisted police in excluding exculpatory evidence.

***Injuries sustained by an infant*** between March and August 2024, which were discovered following their presentation to Queensland Children's Hospital. The hearing program opened new lines of inquiry and assisted the progress of other police investigations.

***Suspected homicide of two infants at Bungalow*** (near Cairns) in December 2021. The hearing program obtained information previously unknown, confirmed initial events and assisted police in identifying the primary person of interest.

***Alleged torture of a ten-week-old child*** between January 2025 and March 2025. The hearing program assisted in obtaining further information and evidence supporting the identification of the person of interest.

An investigation into the alleged ***Possession, creation and distribution of child exploitation material*** (CEM) by a 51-year-old male over a period in excess of 10 years remains ongoing.

### Strategic projects

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

The review commenced in September 2023, data collected for this review involved conducting research interviews with Queensland police officers, obtaining administrative data about cases where these powers were used, seeking submissions on the provisions, reviewing police training and policy, and reviewing Queensland Coroner's Court inquests that considered the conduct of missing person investigations.

The report made two recommendations, specifically that the requirement to obtain commissioned officer approval to use the powers is examined by the Queensland Government, and that recordkeeping about the use of powers is expanded.

The report was tabled by the Speaker in Parliament on 22 October 2024, and is also published on the CCC's website.<sup>13</sup>

In May 2025, the Acting Commissioner of Police advised the CCC that the recordkeeping recommendation had been implemented in full.

<sup>13</sup> CCC Report: Searching places for high-risk missing persons is available at: [www.ccc.qld.gov.au/publications/review-police-powers-search-places-high-risk-missing-persons](http://www.ccc.qld.gov.au/publications/review-police-powers-search-places-high-risk-missing-persons)

## Reducing corruption and improving integrity in the public sector

In 2024–25, we demonstrated our commitment to the strategic plan by delivering on the key deliverable investigating complaints which involve conduct which is serious, systemic or of strategic risk to trust and confidence in public institutions in Queensland.

### Corruption function

The major components of the CCC's corruption function, and its oversight of the public sector, are:

- receiving and assessing notifications and complaints of corruption;
- conducting investigations of alleged corruption;
- monitoring, through reviews and audits, how agencies investigate corruption matters referred to them; and
- building the capacity of agencies to prevent and deal with corruption.

The CC Act does not place sole responsibility for preventing and dealing with corruption onto the CCC. It recognises that reducing corruption must be part of the core business for all public sector agencies.

### Corruption position statement and operating model

In 2024–25 our Corruption position statement and operating model was finalised. The statement defines the CCC's corruption jurisdiction, roles and responsibilities as Queensland's anti-corruption commission and establishes how performance is measured. It clearly sets out:

- Our functions, principles and powers that underpin our authority to combat serious and systemic corruption.
- Our corruption priorities, our focus on serious and systemic corrupt conduct, and how we deliver services across the corruption lifecycle.
- How we assess notifications and complaints, and prioritise these to ensure our responses are transparent, proportionate and clearly in the public interest.
- Our commitment to prevention and engagement and delivering outcomes in partnership with the public sector and other stakeholders.

The position statement recognises the legislative intent and requirement for the CCC to focus on the most serious and systemic corruption and to apply the principles in section 34 of the CC Act of cooperation, capacity building, devolution and public interest through our services.

It also outlines our corruption priorities which are informed by our operational work, data analysis, intelligence gathering and research activities as well as through engagement with our stakeholders.

Our 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.

These priorities inform where we focus our efforts and are an important element of our corruption prevention approach and engaging with our stakeholders. The priorities align with the strategic intent of our legislation, *CCC Strategic Plan 2023–27 (Updated 2024)* and our *Corruption Strategy 2023–27*. A minor review of our Corruption Strategy is planned to occur in 2025–26 with a full review and refresh to be undertaken in line with the CCC's strategic planning process for 2026–27.

## Assessment of complaints

In 2024–25, we received 5,422 complaints of suspected corruption. 622 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 an eight per cent increase this year (up from 5,025 last year). This is in addition to the 28 per cent increase from 2022–23 to 2023–24. A four per cent increase in complaints against the QPS is still largely attributed to an increase in notifications regarding domestic and family violence matters, as a result of the *Commission of Inquiry into Queensland Police Service responses to domestic and family violence*, as well as complaints relating to police culture (including bullying, harassment and discrimination).

Overall, complaints involving local governments increased by eight per cent when compared to 2023–24 (up from 396 complaints to 428 complaints).

Complaints about other UPAs (excluding QPS and local government) have increased 19 per cent when compared to 2023–24.

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.

In 2024–25, we assessed 55 per cent of complaints within 30 days. While this is an improvement when compared to 2023–24 (up from 43 per cent), the continued increase in complaints, continue to impact our timeliness of assessments.

Of the complaints that fell within our jurisdiction, we commenced 33 investigations and finalised 41 investigations (some having commenced in previous years) resulting in:

- one criminal charge against one person
- one recommendation for disciplinary action involving one person, and
- 33 prevention recommendations.

In 2024–25, we assessed 5,567 complaints. We referred 3,700 complaints to other agencies for investigation; and of those, 39 complaints were subject to oversight through our monitoring function and 274 complaints where outcome advice was required.

Ongoing, we continue to invest considerable effort into improving our assessment service delivery, capabilities, and ways of working.

**Table 1: Outcomes of complaints assessed 2024–25**

Description	Number
Retained for CCC investigation <sup>1</sup>	33
Referred to the appropriate agency, subject to the CCC's monitoring role	39
Referred to the appropriate agency, outcome advice required by the CCC	274
Referred to the appropriate agency, with no further advice required by the CCC	3,387
Requiring no further action	1,834
<b>Total complaints assessed</b>	<b>5,567</b>

Note:

1. The total number of complaints retained for investigations (after assessment) in 2024–25 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

The CCC does not investigate every complaint it receives. In performing its corruption function, the CCC must focus on more serious and systemic cases of corrupt conduct within an agency.

When we investigate a matter, we do 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.

When we investigate a complaint, we collect and assess the evidence and, if this is considered sufficient, send a report to:

- a prosecuting body to consider any prosecution action warranted, and/or
- 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.

As at 30 June 2025, the CCC currently has 22 ongoing corruption investigations.

In 2024–25 the CCC finalised 41 investigations. In summary:

- Six investigations resulted in multiple briefs of evidence being referred to the ODPP for advice as to the suitability of a criminal prosecution. These matters related to various charges including **fraud, official corruption, misconduct in relation to public office** and **fraudulent falsification of records**.
  - One brief of evidence relating to the **disclosure of confidential information** resulted in a charge of disclosing a confidential document under the *Crime and Corruption Act 2001*. The defendant pleaded guilty in April 2025 and was fined \$2,500 with no conviction recorded.
  - The remaining briefs of evidence in relation to these investigations are progressing.
- One investigation in relation to **misuse of authority** resulted in allegations being referred to an agency for consideration of disciplinary action.

**Table 2: Summary – CCC corruption investigations 2024–25**

Description	Number
Total number of investigations commenced <sup>1</sup>	34
Total number of Investigations finalised	41
People charged	1
Charges laid	1
Recommendations for disciplinary action	1
No. of people	1
<b>Prevention recommendations</b>	<b>33</b>

Note:

1. The total number of investigations commenced in 2024–25 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.



- Five investigations were finalised in relation to **failure of duty** and **misuse of authority** and **misuse of information**, of which four of these concerned ancillary issues which gave rise to potential disciplinary action and were referred to the UPA to be dealt with, subject to oversight via monitoring. The remaining investigation was referred to the UPA to deal with, without a need to notify the CCC of any outcome.
- One investigation was finalised in relation to **misuse of information** and while the conduct as described in the allegation was proven, it did not satisfy all elements of 'corrupt conduct' as defined under section 15 of the CC Act, and no further action was required.
- Twenty-eight investigations were finalised in relation to **misuse of office/authority, failure of duty, misappropriation of resources, drug related offences, misuse of information, assault/use of excessive force** and **possible sexual offences**. The investigations did not substantiate any allegations of corrupt conduct.

In addition, 21 of the **41 corruption investigations finalised** also resulted in 33 corruption prevention recommendations on topics including:

- Improving policies and procedures in relation to **appointment processes** including employment screening and vetting.
- Implementing an electronic system to record **conflicts of interest** and management action.
- Strengthening policies and procedures with respect to **financial delegations and procurement**.
- Reviewing **data and record-keeping related to timesheet and payroll management** to ensure systems and practices support the deterrence and detection of fraud.
- Strengthening the internal framework for **managing conflicts of interest** and **declarable gifts and benefits**.
- Managing corruption risks in **procurement processes**.

## Corruption monitoring program

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, and
- improving **investigative quality and prevention outcomes**, particularly where UPAs have limited in-house capabilities.

In 2024–25, a total of 43 new matters were referred for monitoring and 87<sup>14</sup> monitored matters were finalised. As at 30 June 2025, 107 matters were being monitored by the CCC.

## Thematic monitoring trial

Thematic monitoring will support the identification of systemic issues and making recommendations to UPAs to prevent and detect corruption, as well as helping to inform and target system-wide prevention and engagement activities. During 2024–25, the CCC partnered with the QPS to undertake a thematic monitoring trial focusing on police perpetrated domestic and family violence (PPDFV). The trial provided an opportunity to understand how the QPS is managing complaints of PPDFV and better understand the drivers, enablers and risk factors for this conduct to support our police oversight and prevention functions.

The trial reviewed a sample of PPDFV complaints referred to the QPS to investigate and was supplemented by analysis of complaints data, a literature review, consultations with the QPS and interstate integrity agencies. QPS' policies, procedures and training materials were considered as well as the actions taken by the QPS since the Commission of Inquiry into QPS responses to domestic and family violence to address this issue.

Overall, the review found that the sampled investigations were generally sound and the QPS has taken positive steps to promote confidence that complaints of PPDFV will be dealt with appropriately, including through the formalisation of Ethical Standards Command's State Case Management Unit and improvements to victim engagement.

A consultation report summarising the findings from the review, including four opportunities for the QPS to further improve its investigative practices and engagement with victims of PPDFV was shared with the QPS. The QPS have acknowledged the opportunities identified. An evaluation of the trial has informed options for implementation of this process into future practice. During 2025–26, the CCC will trial an adjusted approach to conducting thematic monitoring which utilises our specialist audit and assurance capability.

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<sup>14</sup> 87 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.

An important objective of the JAMC includes sharing insights and intelligence on current and emerging complaint and allegation trends to support each agency to better understand the corruption risk environment and develop prevention solutions.

### Police related deaths and significant events

A 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 2024–25, we had oversight of 12 new police related deaths. Most of these relate to self-harm, traffic incidents and the discharge of a police firearm. As at 30 June 2025, the CCC has oversight of 48 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 2024–25, we reviewed 109 QPS significant events, of these the CCC identified seven 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.

## Preventing corruption

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.

This year a new Corruption Prevention and Engagement service delivery model was developed and implemented. The new model:

- Focuses on using research and data analysis to identify trends in corruption risks and weaknesses in an agency's ability to prevent corruption.
- Recognises the importance of education, prevention, and capacity building activities, including strengthening leaders' integrity and their capacity to identify and respond to corruption risks.
- Promotes communication, collaboration and coordination to take a unified approach to corruption prevention and avoid duplicated or inconsistent prevention approaches.
- Highlights the value of monitoring, measuring, and assessing the impact of prevention and engagement initiatives, including the extent to which they promoted behavioural change, improved ethical culture and leadership, and informed corruption control frameworks.

The CCC's Corruption Prevention and Engagement Unit leads the delivery of the model into practice and does this by providing insights into emerging corruption risks and threats; monitoring the way public sector entities deal with and investigate complaints about corruption; and helping Queensland public sector agencies prevent corruption through the delivery of prevention information and communication and engagement initiatives.

The CCC's renewed corruption prevention function has a specific focus on using research, strategic intelligence and data analysis to identify and understand trends in corruption risks and vulnerabilities to inform proactive and targeted prevention and engagement activities and also to contribute to legislative and public policy reform relating to building integrity and corruption resistance across the public sector.

A key component of the renewed function involves identifying strategic corruption risks and prevention opportunities in parallel to our corruption investigations, monitoring and review, and intake and assessment functions and communicating these risks and opportunities through targeted engagement with agencies.

Over the next 12 months, we will also be implementing a refocused audit and assurance capability with a specific focus on examining complaint management practices relating to our corruption priority areas and prioritised sectors to help build ethical maturity and control corruption risks.

Effective, trusted and meaningful stakeholder engagement and communication is critical to delivering the CCC's corruption work and achieving its mission of improving the integrity of Queensland's public sector. The CCC's Corruption Prevention and Engagement Unit is responsible for delivering engagement and communication programs that support our stakeholders to better detect, prevent and respond to corruption and by amplifying messaging to build awareness and knowledge of corruption and how to prevent it. This includes engaging with UPAs, police services and law enforcement agencies, other Queensland integrity agencies, interstate and international anti-corruption agencies, the private sector and the Queensland community. This year the unit developed and commenced implementation of a new Corruption Stakeholder Engagement and Communication strategy to guide the delivery of more accessible and stakeholder-centric services.

*Detail about the new strategy is provided under the Accessible, Accountable and Collaborative strategic objective (see page 59).*

## Enable a trauma-informed approach

The CCC recognises that trauma is prevalent in our community and that creating a safe environment, for both physical and emotional safety, requires intentionally and comprehensively incorporating trauma-informed principles and practices into our structure, service delivery, and culture.

In 2024, we developed and finalised a CCC trauma-informed practice framework. This framework is in alignment with the Queensland Trauma Strategy 2024–2029 and recognises that the CCC is not a health care provider but has a responsibility to recognise and respond appropriately to people who may experience or exhibit symptoms of distress when interacting with our services.

Our intention is to implement changes across our teams to become a trauma-informed service which acknowledges that people using the services and people working in the service, may have been exposed to, or have a direct experience of, trauma. The service will not treat trauma but will ensure that all interactions with the CCC will be managed in a manner that minimises re-traumatisation.

As a CCC trauma-informed service we aim to:

- Recognise that safety supports wellbeing and make efforts to provide safe physical settings and promote psychological safety in our interactions.
- Provide clear information about people's rights and responsibilities.
- Recognise and respect the power imbalance between the CCC and the people we engage with.
- Acknowledge historical and intergenerational trauma.
- Recognise individual differences and challenge stereotypes and biases.

To support implementation, the CCC is adopting a 5 R model into operational practice. Our 5 R model seeks to provide CCC officers the capability to; **realise** the impact of trauma; **recognise** the signs or indicators of trauma; **respond** appropriately and effectively; understand how **relationships** support effective engagement and **resist** which seeks to prevent re-traumatisation.

**REALISE** - the **impact trauma can have on people** who engage with us, stakeholders and our people, and understand that they may have their own experiences of trauma.

**RECOGNISE** - the **signs or indicators of trauma**, and how we can play a role in minimising distress via the implementation of the framework for a trauma-informed approach.

**RESPOND** - **appropriately and effectively** by building the capability of our people and applying the framework for a trauma-informed approach to all areas of the CCC.

**RELATIONSHIPS** - **understand how relationships** can support more effective engagement, experience and outcomes.

**RESIST** - seek to **prevent re-traumatisation** of people who engage with us, stakeholders, and our people, through an understanding of how organisational operations, policies, practices and interventions may inadvertently cause a traumatic experience.

Other key implementation activities delivered this financial year include:

- On 15 May 2025, the CCC trauma-informed project was the topic of an all-staff forum which included a presentation from the Queensland Mental Health Commissioner.
- On 11 and 26 June 2025, trauma-informed practice awareness training sessions were run for CCC staff.
- On 18 June 2025, a presentation was given to the Strategic Leadership Group (a collective of government agencies) overseeing the implementation of Shifting minds and its subplans on the "CCC's trauma-informed practice project".

## Looking forward

In 2025–26 we will be supporting the following activities:

- Commission officer **attendance at trauma-informed training**.
- Review of CCC **policies and procedures** to include the CCC being a trauma-informed service.
- Development of supportive cognitive prompts, **tools and resources to support our day-to-day operations** as a trauma-informed service.
- **Review of induction and orientation practices** to enhance employee onboarding that include supporting staff to understand our CCC approach to being trauma-informed and access psychological support (when required).
- **Review of CCC role descriptions** and, where appropriate updating to include a reference to any positions that may have exposure to trauma information/events etc.
- **Targeted activities with identified teams** will support:
  - Improved employee wellbeing.
  - Improved escalation pathways for individuals presenting with suicidality/risk to others.
  - Review of communication techniques with clients to ensure the adoption of trauma-informed communication.

## Legislative reform

The CCC advocates for legislative reform to improve our ability to anticipate and respond to the changing nature of our operating environment. In 2024–25 two significant legislative amendments were progressed.

### ***Crime and Corruption and Other Legislation Amendment Act 2024***

The *Crime and Corruption and Other Legislation Amendment Act 2024* (CCOLA) received assent on 30 August 2024. The object of the CCOLA is to improve the operation and performance of the CCC through making a range of legislative amendments, principally to the CC Act. These amendments are a response to external reviews of the CCC as well as other minor and technical amendments that were required. Some of the minor amendments commenced on assent with the majority of amendments due to commence on 31 August 2025.

The CCC is currently working to implement the CCOLA changes to the Crime and Corruption Act which impact on operational activities by:

- reviewing and updating CCC policies, procedures, forms and delegations
- training commission officers and publishing internal information resources, and
- planning transitional arrangements for operational activities which straddle the commencement of the amendments.

### ***Crime and Corruption (Restoring Reporting Powers) Amendment Act 2025***

The *Crime and Corruption (Restoring Reporting Powers) and Other Legislation Amendment Act 2025* (the Act) was passed by the Queensland Parliament on 30 April 2025.

The amendments address the High Court's findings (in the matter of *Carne v Crime and Corruption Commission* [2023] HCA 28) that the CCC did not have a broad statutory power to report in performing its corruption function under section 64 of the CC Act as was widely understood to exist.

The Act also validates as lawful and valid reports and public statements previously prepared and made by the CCC and its predecessors. Following the passage of the legislation, the CCC reinstated public access to our previous reports and statements on the CCC's website.

Other minor and technical amendments have also been made to the CC Act primarily to improve operational efficiencies.

The Act is a significant piece of legislation for the CCC and comes after a long period of consultation and engagement with the Government about the CCC's reporting powers. The Act received assent on 19 May 2025.

## Looking forward

In 2025–26 we will:

- Review and improve **Corruption Legal service delivery models** to deliver focused services, in line with the new operating model.
- Develop a future state approach and associated implementation plan for collecting, using and sharing **Corruption Outcomes Data**.
- Deliver **trauma-informed training** to commission officers and support the piloting of trauma-informed practice at the CCC with targeted teams.

# Objective: Safe and capable

## Key strategies:

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



## 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 2024–25, 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.

### Respecting, promoting and protecting human rights

In January 2020, the *Human Rights Act 2019* (Qld) came into full effect. Since then, we have taken steps to ensure our actions and decisions comply with the requirements of the Act.

We continued to ensure that our actions and decisions did not limit human rights, or limited human rights only to the extent that was reasonable and demonstrably justifiable, in accordance with section 13 of the *Human Rights Act 2019*, for example:

- Decisions about the use of coercive powers and acting under coercive powers.
- Decisions and actions in relation to corruption complaints and police misconduct complaints.
- Decisions and actions in relation to crime investigations and confiscation-related investigations, and developing, amending and rescinding policies and procedures.

In 2024–25, the CCC received one human rights complaint which was raised through the Queensland Human Rights Commission (QHRC) and resolved by the CCC providing information to the QHRC. The CCC is aware that the QHRC is also considering another possible Human Rights complaint, which we may be required to respond to. The CCC also receives complaints from individuals from time to time which invoke the *Human Rights Act 2019* and are addressed through the CCC's customer complaints process. There was one such matter in 2024–25.

Our ongoing commitment to human rights is demonstrated by:

- continuing our 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 2024)*
- incorporating human rights considerations into our processes for handling complaints, making decisions and developing, amending or rescinding policies and procedures, and
- providing resources and guidance material that support our *Human Rights Policy and Procedure*.

## Translating privacy legislative reform into practice

In preparation for reforms under *the Information Privacy and Other Legislation Amendment Act 2023* (IPOLA) which commence on 1 July 2025, the CCC has developed tailored communication and learning resources to support a coordinated and streamlined introduction of the Mandatory Notification Data Breach (MNDB) scheme.

Given the complexity and significance of the legislative changes for the CCC, a clear and consistent approach to education and engagement will ensure our workforce at all levels understand their obligations. Our approach intends to embed the changes into everyday practices and further promote a strong culture of privacy, accountability and transparency.

From 1 July 2025, the CCC will publish our MNDB policy which will provide information to the public about how the CCC will manage data breaches. The CCC will also adopt a new MNDB procedure which sets out the obligations on CCC officers to identify data breaches and provide guidance about how to report data breaches.

## Supporting reconciliation

The CCC has made a commitment to reconciliation in Australia through the development and implementation of its own *Reconciliation Action Plan* (RAP) in partnership with Reconciliation Australia. The CCC's RAP is a living document that implements actions to build on respectful relationships and create opportunities with Aboriginal and Torres Strait Islander peoples.

Our focus is on advancing our contribution to reconciliation through fostering an inclusive culture that promotes employee well-being, collaboration, innovation, and engagement.

The CCC's aim is to strengthen long and ongoing relationships with Aboriginal and Torres Strait Islander peoples and their communities. The CCC serves an important function in responding to the needs and concerns of Aboriginal and Torres Strait Islander peoples, in relation to criminal justice issues and good governance of public sector agencies.

As part of our cultural capability strategy, all CCC staff continue to complete the mandatory cultural awareness elearning module based on Evolve Communities' 7 Steps To Reconciliation' Program, aiming to:

- develop appreciation and respect for Aboriginal and Torres Strait Islander history, traditions and culture
- improve understanding of the relevance of reconciliation in our workplace and how it is important in building and maintaining relationships with Aboriginal and Torres Strait Islander stakeholders
- increase cultural safety within our organisation to attract and retain Indigenous persons
- be, and be known as, a great place to work for all people, and be recognised as an organisation that values both its team and clients
- build individual confidence to work within Aboriginal and Torres Strait Islander communities in a culturally appropriate manner, and
- inform individual perspectives of how culture shapes values, attitudes and behaviours.

In July, the CCC celebrated First Nations cultures and achievements during NAIDOC Week.

## 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.

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** which is enabled by data, insights and data solutions.
- Embracing a **diverse, engaged and adaptable workforce** with the right mix of experience, capabilities and attributes, who embrace working in multi-disciplinary teams.
- **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.

Our **Digital and Data Analytics Strategies 2023–27** ensures 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** to create datasets that support the CCC’s strategic priorities, and
- **embedding and empowering** to improve data literacy, embed data-driven decision-making and use 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 64–66.

Our **Diversity, Inclusion and Belonging Strategy and Action Plan 2025–2026**<sup>15</sup> seeks to create 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 focusses 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.

We support the Queensland Government commitment to achieving equity and diversity. The *Public Sector Act 2022* introduced obligations for chief executives to actively progress equity, diversity, respect and inclusion in their entity. On 30 April 2025, we submitted our first Equity and Diversity Audit report to the Office of the Special Commissioner, Equity and Diversity. The audit represents a baseline and strong foundation for further improvement and enables the CCC to assess how we are progressing in equity and diversity. The audit findings identified that we have made solid progress in creating a supportive and inclusive workplace, and we are committed to building on this momentum. Access to our DIB strategy and action plan is available via our website.<sup>16</sup>

In March, April and May we held recognition events to mark International Women’s Day and to raise awareness on neurodiversity and LGBTQIA+ issues in the workplace.

*For equity and diversity statistical information see page 74.*

<sup>15</sup> Our Diversity, Inclusion and Belonging Strategy and Action Plan 2025–2026 is available at: [www.ccc.qld.gov.au/publications/diversity-inclusion-belonging-strategy-2025-26](http://www.ccc.qld.gov.au/publications/diversity-inclusion-belonging-strategy-2025-26)

## Creating a safe and psychologically supportive work environment

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. Physical and psychological safety are recognised as foundational to employee engagement, trust and performance.

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.
- Annual psychological health screening for commission officers who are employed in “identified positions” which are positions which may be impacted by information or images that could be disturbing.
- A comprehensive suite of mental health first aid courses and accreditation.
- A network of trained peer support officers.
- 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.

In January 2025 we were proud to be **awarded “Skilled Workplace”** status through Mental Health First Aid Australia (MHFA) in recognition of our commitment to meaningful change through mental health first aid training. Through a MHFA Australia internally run program 16 staff members were trained during the year, of which 14 achieved accreditations as MHF Aiders. In total, the CCC has 43 staff members (11% 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 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.
- The **Employee Experience survey**, provides comprehensive data across many items, which is then leveraged by Divisions to develop targeted actions plans to support employee engagement.
- **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.
- **Commitment to 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 development of the diversity, inclusion and belonging strategy, trauma-informed practice framework and updates to the learning and development procedure.

## 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 focusses 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:

- **Cryptocurrency** – Several years ago, the CCC's Crime Division recognised that digital assets—such as cryptocurrency—operate globally, largely beyond regulated financial systems, and with a high degree of anonymity. These characteristics make them attractive to criminal groups and present new challenges for investigations. While earlier years focused on establishing the groundwork, the past year saw a significant investment in Digital Assets Foundational training. This practical two-day workshop equips commission officers with the skills to identify and trace digital asset artefacts, conduct basic investigations, and understand when to escalate matters for specialist support. Building this foundational knowledge strengthens our overall capability to investigate and respond to digital asset-related crime more effectively.
- **Financial investigators and intelligence officers** – The CCC's Crime Division is also currently investing in capability uplift for financial investigators and intelligence officers:
  - In June 2024, the CCC's Crime Division progressed a project by establishing a financial investigative capability framework for financial investigator roles. The initiative has since been supplemented with multiple training initiatives in May and June 2025, and additional money laundering specialist training is expected to be progressed in 2025–26.
  - Work is also underway to complete a core intelligence capability framework for intelligence officers, focusing on defining the skills that are essential to criminal intelligence practitioners within the CCC. 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.
- **Corruption Investigator** – The CCC's Corruption Division has established and embedded a Corruption Investigator Capability Framework, in response to recommendations resulting from the COI relating to the Crime and Corruption Commission (*Fitzgerald/Wilson Inquiry*). This framework guides attraction, recruitment, induction, performance management and professional development activities for our corruption investigators. At the national level, the CCC continues to participate in a cross-jurisdictional corruption capability community of practice. The 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.
- **Forensic capabilities** – The CCC's Operations Support Division continues to invest in leading edge forensic capabilities. These investments support the CCC's ability to adapt and respond to emerging forensic challenges in an environment where digital data is increasingly pervasive and embedded in everyday life, and where encryption and data volumes continue to evolve rapidly.
- **Trauma-informed practice** – The CCC's Corporate Services Division will support Commission officers to have access to various foundational level and specialised trauma-informed training.
- **Digital and Data Capabilities** – The Strategy and Renewal Division is working towards building deep system knowledge to optimise operations, guide investments, improve reporting, expand technical skills, and align technology with business needs.

## Developing our people

The biannual 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. Developing the capability of our people is provided through both formal and informal learning and development opportunities providing commission officers with the necessary knowledge, skills and resources to enhance their performance, productivity and foster professional growth.

In addition to the previously outlined capability initiatives, 76% of commission officers have engaged with the agency's suite of 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 a diverse range of development opportunities across areas such as:

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

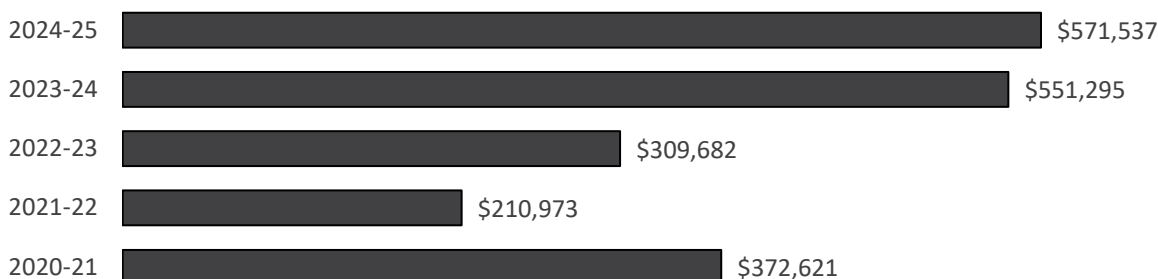
We also continued to support our people through:

- facilitating access to self-directed discretionary learning through our IT-enabled platform, CCCLearning
- 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 (15 CCC staff), and
- reimbursing between 50 and 100 per cent of professional membership fees (40 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. In addition, a structured mentoring program is currently in development, aimed at fostering knowledge transfer, professional growth, and career progression. Together, these initiatives form a comprehensive and forward-looking approach to building a strong and capable leadership cohort.

**Figure 19: Investment in the training and development of our people from 2020–21 to 2024–25**



**Notes:**

1. 24–25 figures include direct professional development and training cost, plus Study Assistance and Professional Membership payments.
2. 23–24 figures include direct professional development and training cost, plus Study Assistance and Professional Membership payments.
3. 21–22 previously reported figure does not include Professional Membership payments.
4. 20–21 previously reported figure does not include Study Assistance or Professional Membership payment



## 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).

On 16 October 2024, our VCG coordinated the eighth 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'.

The VCG also 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 9 October 2024 recognises and celebrates staff who had been nominated by their peers.

Overall, there were nominations recognising 77 individuals and 16 teams.

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

## Attracting, engaging and retaining talent

Building on the themes outlined under the safe and capable objective, 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 Policy Futures 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 3<sup>rd</sup> or 4<sup>th</sup> 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 2024–25 we welcomed two legal interns who were placed in the Crime and Corruption divisions.

## Looking forward

In 2025–26 we will:

- Implement the **Crime Financial Investigator Capability Framework** through the development of pathways and training programs.
- Deliver our 2025–26 **Learning and Development program** to enhance our critical organisational skills.
- Introduce a **refreshed approach to employee engagement**.
- Continue to focus on **leadership and performance management** to support delivery of organisational outcomes.

# 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, private sector and universities to ensure responsible spending, access to specialist capabilities and enhance information sharing.
- Maximise opportunities with our partners to collectively use data and insights in a meaningful way.



## 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 2024–25, 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.

### 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 2024–25 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), 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 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.

### National Taskforce Kubera

National Taskforce Kubera is the Australian and New Zealand money laundering 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 Taskforce Kubera 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 Taskforce Kubera 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.

## Engaging with our public sector stakeholders

### Corruption Stakeholder Engagement and Communication Strategy 2024–27

This year we launched our *Corruption Stakeholder Engagement and Communication Strategy 2024–27*. The strategy reflects our continued evolution toward stakeholder-centric, inclusive and trusted communication. The strategy sets out how we will build stronger relationships by making it easier to access our resources and deliver targeted campaigns aligned with corruption risks and priorities in support of our public sector stakeholders to take practical collaborative steps to prevent corruption.

Some of our corruption prevention and engagement initiatives completed during the year include:

- **Commencing a new Corruption in Focus newsletter:** This quarterly newsletter provides UPAs with practical and timely corruption prevention information.
- **Delivering a Corruption in Focus online forum:** The forum in May was well received by the target CCC Liaison officer and integrity professional audience with 81 attendees from across all public sector agency types, including from the QPS, various departments and local councils, government owned corporations, and statutory authorities such as universities and hospital and health services.
- **Integrity messaging for 2024 local and state electoral candidates:** The CCC and Electoral Commission Queensland (ECQ) and the Office of the Integrity Commissioner partnered to run campaigns ahead of the 2024 Queensland local and state elections to educate candidates about ‘campaigning with integrity’, and corruption risks and responsibilities. The campaigns reached approximately 1400 local council candidates and 515 state government candidates and were supported with educational materials such as web content and fact sheets.

Following the local government election, the CCC reinforced the integrity message through a ‘representing with integrity’ campaign with the Office of the Independent Assessor, Department of Local Government, Water and Volunteers, and the Queensland Ombudsman, alongside a dedicated local councillor web page on the CCC’s website.<sup>17</sup> Following the state government election, the CCC participated on a panel for ministerial staff, providing tailored guidance on managing their unique corruption risks, and briefed newly elected Members of Parliament (MP) on the CCC and their responsibilities to represent with integrity. A fact sheet highlighting corruption risks was also distributed to all current and new MPs.

- **Participation in the regional Crown Law Roadshow:** Alongside other regulatory and statutory authority agencies, the CCC presented to approximately 100 regional UPA staff in Cairns, Townsville, Mackay and Rockhampton in July 2024. The sessions provided information about identifying, notifying and dealing with corrupt conduct. The audience included officers working in human resources, legal, governance and other disciplines.
- **Asia-Pacific Integrity School:** In August 2024, 40 delegates visited the CCC from the inaugural Asia-Pacific Integrity School, hosted by Griffith University. Visitors included police, investigators, auditors, prevention practitioners from Indonesia’s Corruption Eradication Commission and National Police, Papua New Guinea ICAC, The Solomon Island Royal Police, and Transparency International. The CCC delivered an interactive corruption prevention workshop aimed at building capability in identifying prevention measures and presented to the audience about our corruption function.

<sup>17</sup> Our ‘representing with integrity’ in local government - Resources for elected officials website content is available at: [www.ccc.qld.gov.au/local-government-councillor-resources](http://www.ccc.qld.gov.au/local-government-councillor-resources)

- **Sector-specific engagement:** Delivered a presentation on fraud risks in local government procurement at the Local Buy Procurement Conference and a presentation on the corruption landscape and corruption risks for the Board of an Arts sector agency. These presentations are examples of how the CCC has supported key sectors and integrity professionals to better understand and manage corruption risks and issues relevant to their roles and agencies.
- **National Intelligence Network:** Participated in national intelligence meetings with representatives from other integrity agencies across Australia to discuss current strategic intelligence priorities and opportunities.
- **National Anti-Corruption Investigators Network:** Participated in national meetings and a conference to support capability building across the investigator cohort.
- **National Corruption Prevention Practitioner Forum:** Participated in a national meeting with other integrity agency prevention practitioners to share insights and discuss prevention approaches, with the CCC set to host the next virtual forum in November 2025.
- **Australian Public Sector Anti-Corruption Conference (APSACC):** Presented to APSACC attendees about the use of data and insights in preventing and dealing with corruption.
- **Campaigns:** The CCC continued to promote public sector awareness and shared responsibility for prevention through the promotion of Fraud Awareness week, including resources about fraud in today's digital environment, and International Anti-Corruption Day for 2024.
- **Interagency collaboration:** The CCC continues to collaborate with other integrity sector agencies. For example, this year the CCC developed an easy-to-read poster and fact sheet about the CCC and how to report corruption or police misconduct for the LECC. The LECC shared the CCC's information at an engagement opportunity in a remote NSW/QLD border town (Mungindi). Other interagency collaboration includes regular meetings with staff from the Department of Home Affairs about the nexus between corruption and foreign interference; and regular forums to facilitate shared learning with the Community of Practice for Ethical Behaviour and Corruption Prevention Network Queensland (CPNQ).
- **Updated nine prevention advisories:** These resources are published on our website<sup>18</sup> and designed to assist Queensland public sector agencies to identify major corruption risks and develop prevention strategies.

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<sup>18</sup> Our Corruption Prevention Advisories are available on our website at: [www.ccc.qld.gov.au/publications/corruption-prevention-advisories](http://www.ccc.qld.gov.au/publications/corruption-prevention-advisories)

## Corruption Perceptions Survey 2025

In 2025, the CCC undertook a corruption perceptions survey. This survey was directed to Queensland public sector employees, local government employees, members of the police service and members of the Queensland community, in order to obtain their views and experiences of corruption and corruption prevention. This survey builds on previous surveys conducted of the community and public sector, in 2018, 2020 and 2021.

The 2025 survey is intended to give the CCC valuable insights into the current state of integrity in the Queensland public sector, and perceptions of the CCC's role in this. This will, in turn, inform the development of the CCC's prevention and communication activities and initiatives, intended to lift standards within the Queensland public sector.

To build awareness of the survey, the CCC wrote to all Directors-General, CEOs of local government and hospital and health services, and the Commissioner of Police seeking their support in distributing the survey, and provided a suite of communication materials and resources to support them in promoting the survey in their agencies.

The survey was open for six weeks between March and May. In that time, the survey received 10,059 completed responses from:

- 3013 members of the Queensland community
- 5957 employees of state government departments (including hospital and health services)
- 973 employees of local councils, and
- 116 employees of the Queensland Police Service.

An independent research consultancy was engaged to support the CCC with its research. Key findings from the survey were published in a series of reports on our website.

It is intended that this survey will be repeated on a 3-yearly cycle, which will allow the CCC to compare its results and track progress.

## Corruption Prevention Network Queensland (CPNQ)

Established in 2003 as an initiative of the CCC's predecessor organisation the Crime and Misconduct Commission (CMC), the CPNQ assists its members to develop knowledge, skills and professional networks to build more fraud-resilient and corruption-resilient organisations in Queensland. The primary sponsor of the network is now the Integrity Commissioner, however the CCC retains its strong relationship with the Committee and recognises its value in amplifying our anti-corruption messaging to its members. Network members come from the public sector (local, state and federal), private sector, academia, and the wider community, and work together to strengthen the State's resilience against corruption and fraud.

This year the CCC participated in a CPNQ panel discussion on "How to achieve best practice in conducting internal reviews of investigations", alongside officers from the Queensland Ombudsman, Public Sector Commission and Gadens Law Firm. Attendees included integrity professionals from across Queensland's public sector including the public service, statutory authorities, GOCs and local government. CPNQ also promoted various anti-corruption messaging in their newsletter, including Fraud Awareness Week resources.

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### Looking forward

In 2025–26 we will:

- Build on our engagement and partnerships program which includes:
  - Ongoing **support for public sector agencies**, particularly CCC Liaison Officers and agency leaders (Public Officials) to detect, prevent and respond to corruption, including through regular newsletters, forums and enhanced web resources for the public sector to improve self-service capacity.
  - Tailored and targeted **engagement and collaborative prevention initiatives** with the QPS and the Local Government sector.
  - Commencing work with the **health sector** and **expanding our work with the QPS** to include other agencies in the Safety and Security sector such as Queensland Corrective Services.
  - Ongoing **support for campaigns** such as Privacy Awareness Week, Fraud Awareness Week and International Anti-Corruption Day.

# Objective: Continuous improvement

**Key strategies:**

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

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

In 2024–25 we continued to make significant progress on our strategic plan key deliverable implementing the recommendations from the Commission of Inquiry relating to the Crime and Corruption Commission.

## Redesign service delivery models to maximise our ability to respond to our changing environment

In 2024–25, we continued to invest significant effort in identifying new technologies that will help us work in smarter, simpler and more effective ways. Specific activities have included:

### Strengthening our digital capability

The CCC has continued to mature our digital capability and digital literacy to ensure our workforce is capable of effectively interacting with emerging digital technologies. The CCC has implemented an Application Portfolio Management Framework (APMF) which supports the management of the entire lifecycle of system applications from inception to retirement. The APMF will assist us to mature the way we manage our digital technologies' lifecycles and ensure the right investment is occurring at the right time. The APMF has also presented an opportunity for digital literacy uplift as various roles and responsibilities are taken on and understood, such as the role of System Owner.

### Digitising the workplace

We are progressing simpler and smarter digital solutions, across all CCC divisions, to enable us to reduce major crime and corruption in Queensland more efficiently and effectively. Digital projects progressed or delivered in 2024–25 include:

- **Digital Governance Risk and Compliance system (dGRC):** The CCC's dGRC, which was launched in 2020, has brought a more consistent and coordinated approach to managing the CCC's governance, risk and compliance activities. In 2024, work to improve platform stability and enhance our digital governance, risk and compliance obligations was completed. The improved dGRC was launched in October 2024 with greater functionality of forms and workflows used for recording, reporting, monitoring and analysing the policy, governance, risk, and compliance needs of the CCC.
- **Case Management Systems:** The CCC is investing in comprehensive, fit-for-purpose case management systems (CMS) to support our crime and corruption investigators. In 2023–24 we completed early market engagement activities to identify potential technical solutions that will improve the efficiency, effectiveness and quality of crime operations and corruption investigations. In 2024–25 these market engagements were used to guide the next stage of the procurement process which is now in the evaluation stage.
- **Human Resource Information System:** The CCC is exploring options for a digital solution that will improve workforce management by having a single source of truth for HR-related information. The system will consolidate HR systems, resolve data accuracy issues, and enable automated reporting and a holistic workforce. In 2024–25 vendor negotiations and contract management for a new system has been progressed with implementation expected to be completed in 2025–26 financial year.
- **Call Charge Record (CCR) Database Replacement:** The CCR database is an essential tool for CCC intelligence analysts and investigators. The procurement of a replacement CCR database will modernise our system, maximise digital efficiency and strengthen our governance and compliance requirements. Implementation has commenced and it is expected the new database will 'go live' by the end of 2025.
- **Electronic Evidence Review Platform:** The CCC commenced work to identify a new platform to review electronic evidence, including redesigning our underpinning infrastructure to increase the speed by which investigators can access and review electronic evidence.



## Building our Data and Analytics capability

Over the past year, the CCC has made significant investment in strengthening its data and analytics capabilities to better support strategic decision-making and operational effectiveness. Initiatives including enhancing our reporting capabilities to align with evolving business needs and enable data-driven decision-making. Exploratory work has commenced to understand how emerging technologies such as machine learning can support predictive insights, enhance operational efficiency and enable proactive risk identification. These initiatives are progressive steps towards embedding advanced analytics into the CCC's core functions.

## Developing our Business Intelligence dashboards

Business Intelligence Dashboards, which are now largely automated from the Analytics Data Warehouse (ADW), are supporting commission officers to make quality decisions in a timely way. Dashboards enhance data accessibility, streamline reporting, and improve decision-making by consolidating diverse datasets into a single, unified platform. Dashboards developed or progressed during this reporting period include:

- **Intake and Assessment dashboard:** A new report, incorporating changes based on the new complaints assessment model has been delivered. This report provides oversight and also supports the initial delivery scope to achieve full automation and meet business requirements.
- **Monitoring report:** A revised version of the monitoring dashboard has been developed and delivered to suit evolving business needs.
- **Ad-hoc reporting:** The analytics team continues to support ad-hoc reporting requests using Analytics Data Warehouse, data extracts, or analytical tools and applying these to areas such as diversity and inclusion data and learning and development data.

## Uplifting of our Data Literacy

The CCC is proactively driving data literacy across the organisation through a program of targeted and general sessions. These initiatives enhance the organisation's ability to effectively understand, analyse, and utilise data.

During the year, four Power BI-focused sessions were delivered, covering foundational concepts through to advanced techniques for building customised Power BI reports. Over 120 CCC staff participated in these sessions. Recordings of these sessions are available on the CCC Learning platform for ongoing access and reference for all staff. As well as understanding the practical application of Power BI, these sessions also provide an opportunity to highlight good data management practice as a foundation of improved reporting.

## Enhancing our Analytics Data Warehouse (ADW) functionality

The CCC's ADW has been operational since 2024 and the development of more dashboards and enhanced reporting functionalities is ongoing. Corporate datasets, including Human Resources and Finance data, have been ingested into the ADW which is enabling more comprehensive, timely and quality corporate reporting. COMPASS, the CCC's corruption database, has also been ingested into the ADW.

Work is progressing on enhancing the efficiency of COMPASS-related performance reporting directly from the ADW. In addition, work is continuing to ingest additional internal and external data assets in the ADW, such as the sourcing of Geoscape Geocoded National Address File (G-NAF) data to create a unified location data.

The ADW continues to support the delivery of a strategy within the CCC's Corruption Strategy 2023–2027 to create Queensland's Corruption Data Asset. Technical capabilities have been established to facilitate the ingested external datasets relevant to corruption to support the Corruption Division sharing data and insights about corruption risk and prevention.

## Developing our Data and Insights plan

The CCC has developed a Corruption Data and Insights plan which positions us to share corruption knowledge with the public sector to help build their corruption resistance. The plan has two key objectives:

- To develop knowledge to improve our corruption services.
- To develop knowledge to build public sector corruption resistance.

In 2024–25 we developed a roadmap outlining initiatives to be delivered over the next three years to support our focus on serious and systemic corruption and where to invest our prevention and engagement efforts to have maximum impact. The plan reflects a planned and gradual approach to maturing how we use and share our data, including rebuilding internal dashboards to support and streamline reporting and insights.

In 2025–26, we will focus on understanding data and information collected by other agencies to build a more holistic picture of the integrity of the public sector through data sharing and collaboration.

## Integrated Business Planning Prioritisation Tool

Integrated Business Planning is a key element of our annual planning cycle. This year the enhancement of the prioritisation tool has occurred which enables assessment of all business requests to support the financial investment of new initiatives across CCC. The aim has been to enable data informed decisions that have considered strategic alignment, risks, benefits, change impact and the financial impact to the CCC. This tool enables the Executive Leadership Team the ability to make decisions considering the CCC's portfolio of current approved projects and financial commitments.

## Building our Corruption Outcomes Data

An innovative proof of concept to automate the exchange of corruption outcomes data between the CCC and a UPA has progressed this year. The proof of concept aims to establish an effective technical solution to better capture outcomes data from serious matters referred to agencies for resolution.

Key activities during the year have included creating and deploying the application to a dedicated platform, testing in a new environment and providing internal and external stakeholders with access. Further testing will commence in 2025–26 with the findings from the proof of concept to inform the development of a future state operating model for the CCC to capture and analyse outcomes data.

It is anticipated that the automated exchange of corruption outcomes data between the CCC and UPAs will provide an improved understanding of corruption prevalence in Queensland, develop targeted prevention initiatives, and be able to streamline information exchange between units of public administration.

## Maintaining our Corruption Allegations Data Dashboard

In December 2024, the latest CADD report, which includes data up to 30 June 2024, was published on the CCC's website. This publication offers substantial value to the public, promoting open data, increased transparency, and enabling agencies to proactively understand their corruption risk and implement corruption prevention strategies in response. Following the evaluation of the new Complaints Assessment Model and its substantial impact on this report, the reports have been updated with a note informing stakeholders about the ongoing work.

## Developing a post-prosecution review guideline

The CCC has prepared a pilot post-prosecution review in accordance with CCC-ODPP MoU.

The project includes:

- developing a post-prosecution review guideline
- conducting an internal mock post-prosecution review drawing on a historical CCC investigation
- preparing CCC policy and procedures
- consulting with external stakeholders.

This year the CCC has developed policies and procedures to guide the post-prosecution review process and has consulted with the ODPP in developing these tools.

Preparations are continuing to undertake a pilot post-prosecution review of the first criminal prosecution finalised in accordance with the MoU process.

## Undertaking an internal Corruption investigation review

The CCC concluded a review of the corruption investigation function with external consultants in December 2023. The purpose of the review was to assess the existing operating model and identify recommendations to improve the efficiency and effectiveness of corruption investigations.

These recommendations have been split into the following three themes:

1. Consistent and supportive processes: policies and processes facilitate operational efficiency, compliance, and consistency in decision-making at every level.
2. Assured by enhanced governance: the strong governance architecture is well understood and supports operational effectiveness.
3. Leaders in investigation: effective communication and capable leaders ensure everyone knows how their work helps deliver successful outcomes.

A key outcome for this year has been focusing on strengthening leadership capability which included the establishment of a leadership forum for Executive Directors and Directors within the Corruption Division.

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

The CCC is implementing a future state workforce model for the Corruption Division. This model continues to utilise seconded police but will transition to a predominantly civilian model with seconded police officers limited to 30-40% of investigators. This ratio will enable greater diversity of workplace investigation skillsets and support the delivery of effective and efficient investigations.

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

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

The transition to the future state model is expected to be completed by June 2026.

## Embedding a culture of continuous improvement and innovation

The CCC is committed to uplifting our continuous improvement and innovation (CII) capability. As an organisation we recognise that the success of uplifting our capability depends on us supporting our leaders to be confident and capable of leading CII activities. Our focus this year has been on establishing a CCC CII framework, describing our CII iterative phases (discovery, validation, implementation, evaluation, execution and measurement) and the delivery of targeted CII training.

## Strengthening our change management practices

In 2024, a comprehensive review was completed of our approach to change management. It identified recommendations to ensure a fit-for-purpose change management approach for our organisation. The review included a roadmap for improving integration into CCC project management, active support for major projects, including our case management system, advisory support to other programs and projects and revamping of change management templates and tools.

## Establish environmental sustainability practices

The CCC is committed to minimising our environmental footprint and support the Queensland Government's climate action plan to build resilience and secure a sustainable future for Queensland communities, the environment and economy. In mid-2024, the CCC developed an Environmental Sustainability guideline which set out the actions already taken and to be undertaken in the future.

This guideline identifies three key areas we will focus on:

- **our built environment:**
  - How we maintain our facilities, plant and infrastructure to integrate environmental sustainability and resilience initiatives.
  - Choosing suppliers that have sustainability consideration.
  - Enhancing our energy efficiency to minimise wasteful usage.
- Maintaining or reducing water consumption.
- Reducing the use of harmful chemicals and using long life and/or recycled materials where possible.
- **our transportation and travel:**
  - Continued assessment of our vehicle fleet to reduce emissions on the environment with the use of four-cylinder vehicles and hybrid, minimising number of diesel vehicles in the fleet.
  - Access to end of trip facilities for commission officers to promote alternative modes of travel to work.
- **staff engagement and education:**
  - Supporting the culture of improving environmental sustainability within the organisation.
  - Championing actions by other government departments and agencies.

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## Looking forward

In 2025–26 we will:

- Implement case management systems (CMS) for Crime and Corruption to support improved investigations management, workflows, data management automation and improved performance reporting.
- Complete the **implementation of the recommendations** from the Commission of Inquiry.
- Undertake a pilot into **Artificial Intelligence (AI) tools** for potential use within our CCC operational and governance frameworks.
- Implement a **data catalogue solution** for the Analytics Data Warehouse (ADW) that will improve the data governance, data discovery, foster data driven culture and enhance operational efficiency.
- Implement key initiatives such as improving our **Call Charge Record and Electronic Evidence Review Platform** increasing the speed by which we can process and review information.
- Strengthen the CCC's **data and analytics capability** by reviewing and modernising tools and technologies, leveraging emerging technologies to develop high-value datasets and pilot use cases that demonstrate measurable benefits.
- Test and finalise the proof of concept for the delivery of a technical solution to exchange **Corruption's Outcomes Data** between the CCC and UPAs.
- Source, develop and deploy **continuous improvement and innovation practices** to enable a CCC pipeline for business improvement and prioritisation.
- Continue to strengthen our **change management practices** during project planning and delivery.
- Deliver the **Vehicle Replacement program** to ensure officer safety with fit for purpose operational vehicles.
- Implement a **Human Resource Information System** to provide improved workforce management of our HR data.

# Governance and people

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# 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 (as at 30 June 2025)

---

### **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 help the Commission perform its functions.

Commissioners are appointed 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.<sup>19</sup> The 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: Commission meetings from 1 July 2024 to 30 June 2025<sup>4,7,11</sup>**

Commissioner <sup>1</sup>	Position	Meetings attended	
		Ordinary meetings	PCCC meetings
Mr Bruce Barbour	Chairperson	8	3
Ms Kathryn McMillan KC <sup>12</sup>	Deputy Chairperson	7	1
Ms Helen Darch OAM	Ordinary Commissioner	8	2
Mr Peter Dowling AM	Ordinary Commissioner	8	2
Ms Simone Webbe <sup>9</sup>	Ordinary Commissioner	8	2
<b>Other Attendees</b>			
Ms Jen O'Farrell	Chief Executive Officer	8	3
Ms Cecelia Christensen	Senior Executive Officer (Corruption)	1	1
Ms Sharon Loder	Senior Executive Officer (Crime)	6	3
Detective Chief Superintendent Stephen Loth	General Manager, Operations Support	6	0
Marcus Mulholland <sup>2</sup>	Acting General Manager, Strategy and Renewal	6	0
Craig Capper <sup>8</sup>	Senior Executive Officer (Corruption)	4	2
	Acting Senior Executive Officer (Corruption)	1	0
David Caughlin <sup>3,6</sup>	Acting Senior Executive Officer (Corruption)	2	0
	Executive Director, Legal, Risk and Compliance	1	0
Detective Acting Chief Superintendent Chris Ahearn <sup>5</sup>	Acting General Manager, Operations Support	1	0
Ms Rhiannon Boden <sup>10</sup>	Executive Director, Corruption Prevention and Engagement	2	0
Ms Jennifer Crowther <sup>13</sup>	Director, Corporate Legal	1	0

Notes:

1. Remuneration for our Commissioners can be found on page 100.
2. Mr Mulholland was appointed as General Manager, Strategy and Renewal on 5 August 2024.
3. Mr Caughlin attended only a portion of the Commission meeting on 30 August 2024.
4. Commission meeting on 27 September 2025 was held on the papers.
5. Detective Acting Chief Superintendent Chris Ahearn attended the 27 September 2024 meeting (held on the papers) in his capacity as Acting General Manager Operations Support.
6. Mr Caughlin was Acting Senior Executive Officer (Corruption) from 9 September 2024 to 6 December 2024.
7. Commission meeting on 11 December 2024 was held on the papers.
8. Mr Capper was Acting Senior Executive Officer (Corruption) from 2 December 2024 until appointment permanently on 6 February 2025.
9. Ms Webbe attended only a portion of the Commission meeting on 28 February 2025.
10. Ms Boden attended only a portion of the Commission meeting on 28 February 2025.
11. Commission meeting on 28 March 2025 was held on papers.
12. Ms McMillan KC attended the Commission meeting on 23 May 2025 via telephone.
13. Ms Crowther attended only a portion of the Commission meeting on 23 May 2025.

<sup>19</sup> As a result of amendments introduced in CCOLA, the term of appointment for Commissioners will change to a single, non-renewable term of up to 7 years.



# 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 Commission (as at 30 June 2025)

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### 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 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 20 years' experience in senior and executive roles, delivering effective regulatory, prevention or law enforcement functions in Queensland and New South Wales agencies, including the NSW ICAC, the former CMC, and the QPS.

### 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), BA Policing (Prosecutions), GradCert (Domestic Violence), MBA, appointed on 6 February 2025.*

Responsible 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 & Renewal

*BA Regional & Town Planning, CertIVProject Management, appointed as General Manager on 05 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 31 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. At the end of 2024–25, our workforce equated to 337.8 full-time equivalent (FTE) employees.

## Employee profile

**Table 4: Full-time equivalent employees by division**

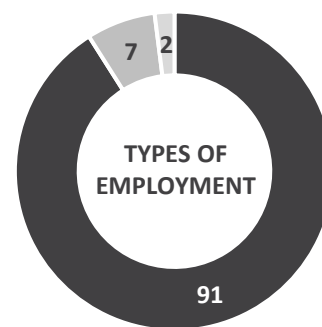
Division	FTE <sup>1</sup>
Corruption	96.2
Crime	60.7
Office of the Commission	6.4
Operations Support	72.8
Corporate Services; Legal, Risk and Compliance and Information Services	75.1
Strategy and Renewal	26.6
<b>Total</b>	<b>337.8</b>

Note:

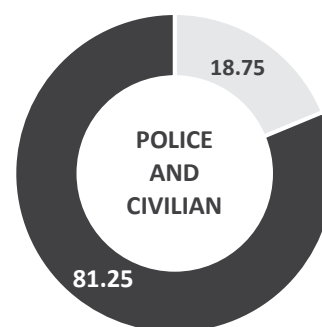
1. Full-time equivalent refers to all permanent, temporary and casual employees (including Commissioners).

Of our civilian workforce, 91 per cent are employed on a permanent basis.<sup>20</sup>

**Figure 20: Our employee breakdown**



■ Permanent 91% ■ Temporary 7% ■ Casual 2%



■ Police 18.75% ■ Civilian 81.25%

<sup>20</sup> This includes CCC officers on five-year fixed-term contracts of employment.

## Diversity and inclusion

Equity and diversity information as at 30 June 2025.

**Table 5: Gender**

Gender <sup>1</sup>	Number (Headcount)	Percentage of total workforce (calculated on headcount)
Woman	207	55.2%
Man	168	44.8%
Non-binary	0	0%
Another term	0	0
Not disclosed	0	0

Note:

1. Data is based on employees who have voluntarily disclosed this information to us.

**Table 6: Diversity target group data**

Diversity Groups <sup>1</sup>	Number (Headcount)	Percentage of total workforce (calculated on headcount)
Woman	207	55.2%
Civilian	196	52.3%
Police	11	2.9%
Aboriginal Peoples and Torres Strait Islander Peoples	5	1.2%
People with disability	10	2.5%
Culturally and Linguistically Diverse – Speak a language at home other than English <sup>2</sup>	17	4.2%

Notes:

1. Data is based on employees 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 (Headcount) <sup>1</sup>	Women as percentage of total leadership cohort (calculated on headcount)
Senior Officers (Classified and s155 <sup>1</sup> equivalent combined)	13	59%
Civilian	12	54.54%
Police	1	4.5%
Senior Executive Service and Chief Executives (Classified and s122 <sup>1</sup> equivalent combined)	6	60%
Civilian	6	60%
Police	0	0%

Note:

1. Public Sector Act 2022 (Qld).

*For more information on our activities to support these outcomes see pages 51, 54.*

## Workplace health and safety

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

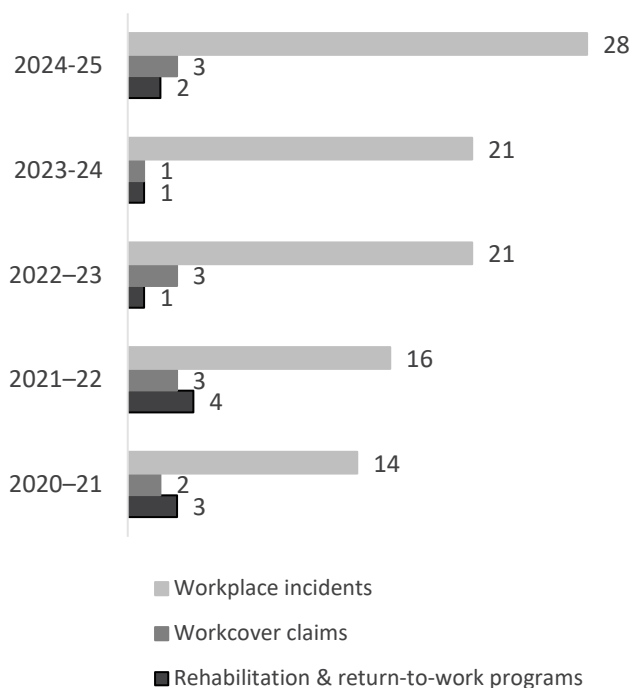
In 2024–25 we managed 28 reported workplace health and safety incidents.

**Table 8: Reported Workplace health & safety incidents**

Category	Number
Slips, trips and falls	9
Body stressing	0
Hit/hit by object	1
Vehicle incidents	4
Chemical/substance	4
Mental stress	3
Other	7

Of these 28 incidents, 11 did not require treatment, first aid was provided for seven incidents, and 10 required immediate medical treatment. During the period three accepted WorkCover claims were managed. We also provided two rehabilitation programs, which resulted in the successful return to work for one employee.

**Figure 21: 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 Principal Human Resource Officer as the Safety Adviser.

### Audit and Risk Management Committee

The Audit and Risk Management Committee (ARMC) provides independent assurance on risk, internal controls, compliance with legislative and regulatory requirements, and the financial management of our agency.

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

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

Key achievements for 2024–25:

- Endorsed the CCC Internal Audit Plan 2025–26, Strategic Internal Audit Plan 2025–30 and our Annual Financial Statements 2023–24.
- Monitored the ongoing delivery of our Internal Audit Program 2024–25 and the progress of implementing internal audit and external review recommendations.
- Received and considered the QAO Closing Report 2023–24, Interim Management Report 2024–25 and endorsed their Audit Plan 2024–25.
- Noted updates to our accounting and financial related policies and the ARMC Charter.

The ARMC considers all audit recommendations made by the QAO. In 2024–25 no significant matters were reported by the QAO.

**Table 9: Membership and meetings of the ARMC**

Name	Position	Meetings attended
John Catford <sup>1</sup>	ARMC Chair (external)	4
Mr Stuart Hatton <sup>2</sup>	External member	4
Ms Stephanie Taylor <sup>3</sup>	External member	4
Detective Chief Superintendent Stephen Loth <sup>5</sup>	CCC General Manager, Operations Support	4
Mr Peter Le Clercq <sup>4</sup>	CCC Executive Director, Corporate Services	3
Ms Sharon Loder	CCC Senior Executive Officer (Crime)	1
Mr David Caughlin	CCC Executive Director Legal, Risk and Compliance	4
<b>Ex officio members</b>		
Mr Bruce Barbour	CCC Chairperson	1
<b>Invitees</b>		
Ms Jen O'Farrell	CCC Chief Executive Officer	3
Mr Wayne van der Poll	CCC Senior Internal Audit Manager	4
Mr Paul Bracegirdle	CCC Chief Finance Officer	4

Notes:

1. As an external Chair of the ARMC, Mr Catford was remunerated \$8,000 during 2024–25.
2. As an external member of the ARMC, Mr Hatton was remunerated \$5,000 during 2024–25.
3. As an external member of the ARMC, Ms Taylor was remunerated \$5,000 during 2024–25.
4. Mr Peter Le Clercq replaced Ms Jen O'Farrell following the August ARMC 2024 meeting.
5. Mr Stephen Loth replaced Ms Sharon Loder following the August ARMC 2024 meeting.

## Risk management

Risk management is a key element of good governance and essential in providing risk-based data to inform decision-making in the management of the CCC's business operations and pursuit of its statutory purpose. In accordance with the *Financial Accountability Act 2009*, overall accountability for risk management resides with the Commission, which is responsible for setting our agency's *Risk Appetite Statement* and ensuring our strategic risks are identified and managed in accordance with our *Risk Management Framework*.

Our *Risk Management Framework* aligns with the international standard ISO 31000:2018 Risk Management – Guideline and incorporates the principles of the 'three lines of defence model'. The *Risk Management Framework* embeds the *Risk Appetite Statement* set by the CCC leadership across our agency. The *Risk Appetite Statement* informs the approach taken by Commission officers in their day-to-day work, including when making decisions, undertaking activities and assessing identified risks.

The management of our strategic risks is also embedded across our strategic, operational and business plans to ensure they are addressed effectively and consistently across our agency and minimised through targeted resource allocation and a robust system of internal controls.

The management of risk in our projects is embedded in our *Portfolio, Program and Project Management Framework* and supporting project management tools.

Risk management also underpins our business continuity activities. The Business Continuity Committee is responsible for ensuring that the CCC is ready to respond to significant disruption to its activities. The Committee ensures that policies and strategies are in place to identify potential sources of disruption, and to enable the CCC to mitigate or recover from such disruption effectively and efficiently. In 2024–25, the CCC continued to strengthen its risk capability and embed risk management considerations more deeply across planning and decision-making processes.

Building on reforms initiated in 2023–24, the CCC further integrated risk management into divisional operations and enhanced consistency in risk identification, assessment, and treatment. This included increased internal collaboration, improvements in risk register quality, and greater visibility of key controls.

A significant step in 2024–25 was the launch of the re-platformed dGRC system. As discussed above, the improved dGRC was launched in October 2024 with greater functionality of forms and workflows used for recording, reporting, monitoring and analysing the policy, governance, risk, and compliance needs of the CCC. The re-platformed system also provided greater stability.

Work has continued to review and refine key risk instruments, to ensure they reflect the CCC's evolving operating environment. Also, in 2024–25 as part of broader organisational improvements, risk identification and analysis formed a key role of the Integrated Business Planning tool.

The CCC's *Risk Management Framework* remains aligned to ISO 31000:2018 and is reviewed regularly to ensure it continues to support good governance. It is underpinned by key instruments including the Fraud and Corruption Control plan, the Information Security Management framework, and the Strategic plan 2023–2027 (reviewed annually).

A key focus in 2025–26 will be a structured roadmap to uplift the CCC's risk enterprise maturity. This will include a review of the CCC's key risk instruments: the Risk Management framework, the *Risk Management policy & procedure* and the *Risk Appetite Statement*.

## Internal audit

Internal audit is a statutory function established to provide an independent appraisal of internal control systems in place within our agency, and extends to identifying deficiencies in our other operating systems and processes.

To ensure our internal audit function is effective, efficient and economical, we use standardised templates on each internal audit in conjunction with the quarterly status update reporting of various performance indicators to our ARMC.

Key achievements for 2024–25 include:

- Developed our *Internal Audit Plan 2025–26* and *Strategic Internal Audit Plan 2025–30* based on our strategic and operational risks, and presented both plans to the ARMC.
- Completed eight internal audits DTP - Vic Roads Agreement; AUSTAC Memorandum of Understanding, Corruption Investigations (advisory project), Phishing and Pen test, ISMS Assurance Audit, IT Risk Management audit, Intake & Assessment (non-SSS matters), and Crime Investigations.
- Monitored and reported on the status of the implementation of recommendations from internal audits and external reviews.

Supported management by providing advice on governance and related issues including risk management.

## External audit

External audits and reviews add value to the public sector through recommendations to improve business operations.

The QAO audits the CCC's financial statements in accordance with the *Financial Accountability Act 2009* and other applicable laws. In 2024–25, the CCC received an unqualified audit report.

## 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 2024–25, the CCC met formally with the PCCC three times in both public and private meetings, to discuss our current activities and performance.

*For more information related to our reporting on our progress against recent external inquiries and reviews see pages 29.*

## 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 2024–25, 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.

Where issues were raised by the audits and inspections, we took appropriate action to address those issues.

## 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.



## 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.

## 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. One witness identity protection certificate issued by the Commissioner of Police was cancelled due to no evidence being required by the operative.

Twenty-eight certificates were issued by the CCC Chairperson in 2024–25.

## 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.

The Parliamentary Commissioner continues to report favourably on the CCC's procedures regarding obtaining telecommunications interception warrants and managing telecommunications interception warrant information. Both the September 2024 and March 2025 reports noted that the CCC was compliant with record keeping obligations under sections 14, 15 and 16 of the TI Act and restricted records obligations under sections 18, 19 and 20 of the TI Act.

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

In September 2024, the Commonwealth Ombudsman conducted an inspection of the CCC's telecommunications data and stored communications records for the period 1 July 2023 to 30 June 2024.

The CCC was assessed as having a mature compliance culture in relation to its use of stored communications and telecommunications data powers. This was evidenced by a comprehensive governance framework within the CCC comprising of guideline documents, templates, training packages and robust quality assurance processes including monthly audits. The Commonwealth Ombudsman observed that any non-compliance in the use of powers was self-identified, appropriately addressed and proactively disclosed. Further, commission officers involved in the use of these powers demonstrated awareness of their compliance obligations which was reflected in the high quality of records that were inspected.

## 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 207001:2022.

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 Chief Information Security Officer, noting that appropriate assurance activities have been undertaken to inform this opinion and our agency's information security risk position. The 2024 attestation (the latest available at the time of report publication) is attached as Appendix A (see page 122).

There were no information security issues of material concern in 2024–25.

The CCC remains firmly committed to safeguarding our critical information assets through continuous enhancement of our cybersecurity resilience. To further strengthen our security posture, we completed a number of security projects and will continue this focus in the 2025–26 financial year, through an Essential 8 maturity uplift project and a Data Centre and network refresh project, to strengthen the robustness of the IT environment.

### Information security risk management model

The CCC has developed an Information Security Risk Management Model, which:

- frames out the structured approach for managing information security risk
- identifies the precipitating elements which give rise to both the strategic risk and operational risks
- details the risk assessment and risk treatment constructs
- details the enduring controls and risk treatments
- identifies the monitoring and review pathway.

### Security testing

The CCC undertook phishing and penetration testing of the ICT environment and conducted an exercise of its Cybersecurity Incident Response Plan (CIRP), in concert with an overall business continuity exercise.

### Enterprise password manager

The CCC implemented an enterprise password manager solution to secure staff passwords.

### Logging and monitoring

The CCC implemented its recently developed information security logging and monitoring plan through the deployment of a new Security Information and Event Management (SIEM) solution, in alignment with the plan.

### Public Key Infrastructure-as-a-Service

The CCC implemented a Public Key Infrastructure-as-a-Service (PKIaaS) solution to improve the issuing and management of cryptographic certificates for the control of a variety of security mechanisms within the ICT environment. This increases efficiency and consistency in certificate management.

### Microsoft Office macro control

The CCC implemented a Microsoft Office macros assessment and digital signing solution in order to facilitate blocking the execution of untrusted macros. This represents a significant uplift in maturity in this element of the Essential 8.

### Secure file sharing platform

In July, the first use of our secure file sharing platform 'CCC Share' took place with one of our UPAs. The platform is easy to use and has expedited and simplified the way in which the CCC exchanges information with our external stakeholders. Feedback on the user experience has been positive. Internal and external user guides have been developed and access to the platform has been extended across the CCC.

## 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 management and handling of sensitive information across the CCC was strengthened through the review and reworking of document filing structures to ensure that they continue to meet the requirements of operational areas whilst remaining compliant with our legal recordkeeping obligations. We have continued reviewing the electronic storage and management of lawfully obtained Telecommunication Interceptions to ensure that our processes 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, 9,542 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](http://www.data.qld.gov.au):

- Consultancies
- Overseas travel
- Language services

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

# Financial information

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# About the financial statements

**The financial statements highlight our financial performance and overall position as at 30 June 2025.**

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 2025, our revenues exceeded expenses by \$1.156 million, resulting in an operating surplus. The CCC deferred \$9.0 million in funding to future years to invest in the development of new Investigation Case Management Systems 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 2025, our equity was valued at \$31.011 million, increasing by \$1.156 million due to the operating surplus for 2024–25.

### 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 2025, our non-current assets of \$4.341 million included the book value of leasehold improvements, motor vehicles, computer and other technical equipment, software (intangibles), 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 new leasing standard implemented on 1 July 2019 (see Notes 10 and 11) 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 2025.

## 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 2024–25 financial year, we received \$75.795 million in cash and paid out \$73.140 million in cash to manage our operating activities. In addition, \$1.84 million in cash was invested in capital acquisitions. Our cash balance at 30 June 2025 was \$27.388 million compared with \$25.931 million at 30 June 2024. The increase in cash of \$1.457 million is mainly due to the current year operating surplus plus depreciation and amortisation expenses when compared with capital expenditure for the year to 30 June 2025.

## 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.

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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](http://www.ccc.qld.gov.au)>.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Comprehensive Income**  
**for the year ended 30 June 2025**

			2025		
	Notes	2025	Original	Budget	2024
		Actual	Budget	Variance*	Actual
		\$'000	\$'000	\$'000	\$'000
<b>Income from Continuing Operations</b>					
<b>Revenue</b>					
Grants and other contributions	2	73,604	77,422	(3,818)	70,591
Interest		1,790	1,000	790	1,648
Other revenue		91	102	(11)	96
<b>Total Revenue</b>		<b>75,485</b>	<b>78,524</b>	<b>(3,039)</b>	<b>72,335</b>
Gains on disposal of property, plant and equipment		18	25	(7)	18
<b>Total Income from Continuing Operations</b>		<b>75,503</b>	<b>78,549</b>	<b>(3,046)</b>	<b>72,353</b>
<b>Expenses from Continuing Operations</b>					
Employee expenses	3	55,874	56,671	(797)	53,109
Supplies and services	5	14,652	17,862	(3,210)	15,497
Depreciation and amortisation	8,9,10	2,125	2,636	(511)	2,148
Finance Costs		29	17	12	29
Other expenses	6	1,667	1,363	304	1,726
<b>Total Expenses from Continuing Operations</b>		<b>74,347</b>	<b>78,549</b>	<b>(4,202)</b>	<b>72,509</b>
<b>Operating Result from Continuing Operations</b>		<b>1,156</b>	<b>-</b>	<b>1,156</b>	<b>(156)</b>
<b>Total Comprehensive Income</b>		<b>1,156</b>	<b>-</b>	<b>1,156</b>	<b>(156)</b>

\* An explanation of major variances is included at Note 18.  
The accompanying notes form part of these statements.



**CRIME AND CORRUPTION COMMISSION**  
**Statement of Financial Position**  
**as at 30 June 2025**

			2025		
	Notes	2025 Actual \$'000	Original Budget \$'000	Budget Variance* \$'000	2024 Actual \$'000
Current Assets					
Cash and cash equivalents	7	27,388	23,878	3,510	25,931
Receivables		1,129	1,007	122	1,126
Other assets		1,548	1,343	205	1,312
Total Current Assets		30,065	26,228	3,837	28,369
Non-Current Assets					
Intangible assets	8	57	215	(158)	322
Property, plant and equipment	9	3,939	7,284	(3,345)	4,689
Right-of-use assets	10	315	300	15	630
Other assets		30	48	(18)	144
Total Non-Current Assets		4,341	7,847	(3,506)	5,785
Total Assets		34,406	34,075	331	34,154
Current Liabilities					
Payables	11	1,425	2,455	(1,030)	2,183
Lease liabilities	10	345	278	67	323
Unearned revenue		13	-	13	-
Accrued employee benefits	12	1,370	947	423	1,199
Other		-	16	(16)	13
Total Current Liabilities		3,153	3,696	(543)	3,718
Non-Current Liabilities					
Lease liabilities	10	-	92	(92)	345
Provisions	13	242	277	(35)	236
Total Non-Current Liabilities		242	369	(127)	581
Total Liabilities		3,395	4,065	(670)	4,299
Net Assets		31,011	30,010	1,001	29,855
Equity					
Contributed equity		16,168	16,168	-	16,168
Accumulated surplus		14,843	13,842	1,001	13,687
Total Equity		31,011	30,010	1,001	29,855

\* An explanation of major variances is included at Note 18.  
The accompanying notes form part of these statements.

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Change in Equity**  
**for the year ended 30 June 2025**

	<b>Accumulated Surplus \$'000</b>	<b>Contributed Equity \$'000</b>	<b>TOTAL \$'000</b>
<b>Balance 1 July 2023</b>	13,843	16,168	<b>30,011</b>
Operating result from continuing operations	(156)	-	<b>(156)</b>
<b>Balance 30 June 2024</b>	<b>13,687</b>	<b>16,168</b>	<b>29,855</b>

	<b>Accumulated \$'000</b>	<b>Contributed \$'000</b>	<b>TOTAL \$'000</b>
<b>Balance 1 July 2024</b>	13,687	16,168	<b>29,855</b>
Operating result from continuing operations	1,156	-	<b>1,156</b>
<b>Balance 30 June 2025</b>	<b>14,843</b>	<b>16,168</b>	<b>31,011</b>

*The accompanying notes form part of these statements.*

**CRIME AND CORRUPTION COMMISSION**  
**Statement of Cash Flows**  
**for the year ended 30 June 2025**

		2025			
		2025	Original	Budget	2024
		Actual	Budget	Variance*	Actual
		\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>					
<b>Inflows:</b>					
Grants and other contributions	2	72,180	76,204	(4,024)	69,050
Interest receipts		1,788	1,000	788	1,632
GST input tax credits from ATO		1,707	1,166	541	1,679
GST collected from customers		29	-	29	27
Other		91	102	(11)	99
<b>Outflows:</b>					
Employee expenses		(55,709)	(56,671)	962	(54,308)
Supplies and services		(11,486)	(13,802)	2,316	(10,552)
Supplies and services - Property rental		(4,065)	(4,000)	(65)	(3,850)
GST paid to suppliers		(1,684)	(1,143)	(541)	(1,666)
GST remitted to ATO		(29)	(12)	(17)	(28)
Other		(167)	(148)	(19)	(155)
<b>Net cash provided by (used in) operating activities</b>		<b>2,655</b>	<b>2,696</b>	<b>(41)</b>	<b>1,928</b>
<b>Cash flows from investing activities</b>					
<b>Inflows:</b>					
Sales of property, plant and equipment		327	174	153	348
<b>Outflows:</b>					
Payments of property, plant and equipment	9	(1,184)	(4,000)	2,816	(1,227)
<b>Net cash provided by (used in) investing activities</b>		<b>(857)</b>	<b>(3,826)</b>	<b>2,969</b>	<b>(879)</b>
<b>Cash flows from financing activities</b>					
<b>Outflows:</b>					
Finance Lease Payments	10	(341)	(288)	(53)	(333)
<b>Net cash provided by (used in) financing activities</b>		<b>(341)</b>	<b>(288)</b>	<b>(53)</b>	<b>(333)</b>
Net increase in cash and cash equivalents		1,457	(1,418)	2,875	716
Cash and cash equivalents - opening balance		25,931	25,296	635	25,215
<b>Cash and cash equivalents - closing balance</b>	<b>7</b>	<b>27,388</b>	<b>23,878</b>	<b>3,510</b>	<b>25,931</b>

\* An explanation of major variances is included at Note 18.  
The accompanying notes form part of these statements.

**CRIME AND CORRUPTION COMMISSION****Statement of Cash Flows****for the year ended 30 June 2025****Reconciliation of Operating Result to Net Cash Provided by Operating Activities**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Operating result from continuing operations	1,156	(156)
Depreciation and amortisation expense	2,125	2,148
Losses on disposal of property, plant and equipment	77	31
Gains on disposal of property, plant and equipment	(18)	(18)
Finance costs	29	29
Change in assets and liabilities:		
(Increase)/decrease in other receivables	-	3
(Increase)/decrease in GST input tax credits receivable	23	12
(Increase)/decrease in LSL reimbursement receivables	71	(118)
(Increase)/decrease in AL reimbursement receivables	(93)	(2)
(Increase)/decrease in interest receivable	(2)	(16)
(Increase)/decrease in prepayments	(125)	(65)
Increase/(decrease) in accounts payable	(759)	(168)
Increase/(decrease) in accrued employee benefits	171	251
Increase/(decrease) in unearned revenue	-	(3)
<b>Net cash from operating activities</b>	<b>2,655</b>	<b>1,928</b>

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2024–25**

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## **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 protect witnesses.

### **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 2024

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 2024-25.

#### **(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 an unconditional 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:

- Intangible Assets (Note 8)
- Valuation, depreciation and impairment of Property, Plant and Equipment (Note 9)
- Right-of-use Assets and Lease Liabilities (Note 10)
- Provisions (Note 13)
- Contingencies (Note 15)

**(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.energyandclimate.qld.gov.au/climate> and <https://www.treasury.qld.gov.au/energy-and-climate/>

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/programs-and-policies/queensland-sustainability-report>

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

**(i) Climate risk disclosure**

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.

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Grants</b>		
Queensland Government grant <sup>1</sup>	72,180	69,050
<b>Other Contributions – Services Received Below Fair Value (Note 6)</b>		
Queensland State Archives	164	166
Employee costs for police secondments from Queensland Police Service (QPS) <sup>2</sup>	1,260	1,375
	<b>1,424</b>	<b>1,541</b>
<b>Total</b>	<b>73,604</b>	<b>70,591</b>

<sup>1</sup> 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.

<sup>2</sup> As at 30 June 2025, 8 police FTEs were seconded to the CCC from the QPS and paid for by the QPS (2024: 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 13 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 13 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 13 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.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2024–25**

**Note 3: Employee Expenses (cont'd)**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Employee Benefits</b>		
Wages, Salaries and Sick Leave	41,912	39,751
Annual Leave levy/expense	3,251	2,873
Long service levy/expense	1,169	1,105
Employee superannuation contributions	6,093	6,145
Other employee benefits	150	170
<b>Employee Related Expenses</b>		
Workers' compensation premium	542	468
Payroll tax	1,957	1,798
Other employee related expenses	800	799
<b>Total</b>	<b>55,874</b>	<b>53,109</b>
	<b>2025</b>	<b>2024</b>
Number of full-time equivalent (FTE) employees <sup>1</sup>	338	341

<sup>1</sup> As at 30 June 2025 it includes 62 (2024: 72) 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 functions 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 2024-25 and 2023-24. 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, plus 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 2024-25 year, the remuneration for the CEO did not increase. Senior executive personnel remuneration increased by 4% on 1 July 2024 in accordance with government policy.

For the 2023-24 year, the remuneration for the CEO increased by 9.3% on 24 August 2023. Senior executive personnel remuneration increased by 4% on 1 July 2023 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 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 part-time 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	2025 \$'000	2024 \$'000
Kathryn McMillan	Deputy Chairperson	20 December 2022 to current	87 *	47
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	39
<b>Total</b>			<b>228</b>	<b>180</b>

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

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2024–25**

**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 to 6 September 2024	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 <sup>1</sup> 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
<b>Total Remuneration</b>	<b>1,968</b>	<b>41</b>	<b>52</b>	<b>246</b>	<b>2,307</b>

<sup>1</sup> – The Senior Executive Officer, Corruption acted in the position from 2 December 2024 until being permanently appointed to the position from 6 February 2025.

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

**(d) Remuneration Expenses (cont'd)**

**1 July 2023 – 30 June 2024**

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	560	6	15	56	<b>637</b>
Chief Executive Officer	369	6	10	48	<b>433</b>
Senior Executive Officer, Corruption	270	6	7	39	<b>322</b>
Senior Executive Officer, Crime	279	6	7	39	<b>331</b>
General Manager, Strategy & Renewal	220	6	6	32	<b>264</b>
General Manager, Operations Support 10 July 2023 to current	239	6	6	40	<b>291</b>
<b>Total Remuneration</b>	<b>1,937</b>	<b>36</b>	<b>51</b>	<b>254</b>	<b>2,278</b>

**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 and key executive management personnel for the period 1 July 2024 to 30 June 2025. 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 the Premier and Cabinet – employee secondments (Note 3)
- WorkCover Queensland – obligations for employee compensation insurance (Note 3)
- Department of Housing and Public Works – motor vehicles lease, property rentals and building maintenance (Note 5)
- 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)
- Department of Justice – legal services through the Director of Public Prosecutions (Note 5)
- 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 Audit Office – financial statement audit services (Note 6)
- Office of State Revenue – payroll tax (Note 3)

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2024–25**

**Note 5: Supplies and Services**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Property rentals <sup>1</sup>	4,065	3,850
Information technology (IT) hardware and software	2,710	2,433
Telecommunications and access costs	1,976	1,969
Consultants and contractors	1,769	2,265
Furniture and equipment (non-asset)	745	614
Security	625	555
Other	502	495
Motor vehicle running costs	475	568
Corporate service providers	468	435
Electricity	401	312
Building and equipment maintenance	385	389
Travel	362	490
Operational expenses	186	329
Software purchases	6	53
Legal costs <sup>2</sup>	(23)	740
<b>Total</b>	<b>14,652</b>	<b>15,497</b>

<sup>1</sup> 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.

<sup>2</sup> 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**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
External audit fees <sup>1</sup>	80	72
Insurance premiums <sup>2</sup>	35	36
Services received below fair value (see Note 2)	1,424	1,541
Losses - on disposal of property, plant and equipment	81	31
Sundry expenses	47	46
<b>Total</b>	<b>1,667</b>	<b>1,726</b>

<sup>1</sup> Estimate of fees payable to Queensland Audit Office relating to the 2024–25 financial statements is \$79,900 (2024 fee: \$71,900).

<sup>2</sup> 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.

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Imprest accounts	3	4
Cash at bank	918	2,110
Term deposits	26,467	23,817
<b>Total</b>	<b>27,388</b>	<b>25,931</b>

**Note 8: Intangible Assets**

**Accounting Policy:**

**Recognition** – Intangible assets of the CCC comprise purchased software and internally developed software. Intangible assets with a historical cost or other value equal to or greater than \$100,000 are recognised in the financial statements. Items with a lesser value are expensed. Any training costs are expensed as incurred.

**Measurement** – There is no active market for any of the CCC's intangible assets. As such, the assets are recognised and carried at historical cost less accumulated amortisation and impairment losses (if any).

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the internal development of computer software are capitalised and amortised under the amortisation policy below.

**Amortisation Expense** – All intangible assets of the CCC have finite useful lives and are amortised on a straight-line basis over their estimated useful life. Straight line amortisation is used reflecting the expected consumption of economic benefits on a progressive basis over the intangible's useful life. The residual value of all the CCC's intangible assets is zero. Each class of intangible asset has the following useful lives:

**Intangible Assets:**

Software purchased – existing records management system	17 years
Software internally generated	5 years

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2024–25**

**Note 8: Intangible Assets (cont'd)**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Software purchased:		
At cost	-	693
Less: Accumulated amortisation	-	(693)
	-	-
Software internally generated <sup>1</sup>		
At cost	2,063	1,370
Less: Accumulated amortisation	(2,006)	(1,048)
	57	322
<b>Total</b>	<b>57</b>	<b>322</b>

<sup>1</sup> The CCC's software internally generated comprises of various computer applications under the Digital Workplace Program (DWP) as well as the data warehousing infrastructure.

**Intangibles Reconciliation**

	<b>Software Purchased</b>		<b>Software Internally Generated</b>		<b>Total</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Carrying amount at 1 July	-	9	322	597	322	606
Acquisitions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Impairment	-	-	-	-	-	-
Transfers between classes	-	-	-	-	-	-
Amortisation <sup>1</sup>	-	(9)	(265)	(275)	(265)	(284)
<b>Carrying amount at 30 June</b>	<b>-</b>	<b>-</b>	<b>57</b>	<b>322</b>	<b>57</b>	<b>322</b>

<sup>1</sup> Amortisation of intangibles is included in the line item "Depreciation and amortisation" in the Statement of Comprehensive income.

## Note 9: 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.

**CRIME AND CORRUPTION COMMISSION**  
**Notes to and forming part of the Financial Statements 2024–25**

**Note 9: Property, Plant and Equipment (cont'd)**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Motor Vehicles:		
At cost	2,178	2,119
Less: Accumulated Depreciation	(555)	(486)
	<b>1,623</b>	<b>1,633</b>
Computer Equipment:		
At cost	3,153	3,160
Less: Accumulated Depreciation	(2,955)	(2,816)
	<b>198</b>	<b>344</b>
General and Technical Equipment:		
At cost	2,607	2,640
Less: Accumulated Depreciation	(1,617)	(1,570)
	<b>990</b>	<b>1,070</b>
Leasehold Improvements:		
At cost	15,808	15,625
Less: Accumulated Depreciation	(14,680)	(13,996)
	<b>1,128</b>	<b>1,629</b>
Work in Progress:		
At cost	-	13
<b>Total</b>	<b>3,939</b>	<b>4,689</b>

# CRIME AND CORRUPTION COMMISSION

## Notes to and forming part of the Financial Statements 2024–25

### Note 9: 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	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Carrying amount at 1 July	1,633	1,669	344	401	1,070	1,082	1,629	1,950	13	287	4,689	5,389
Acquisitions	696	640	23	175	292	112	186	300	(13)	-	1,184	1,227
Disposals <sup>1</sup>	(381)	(353)	-	-	(4)	(3)	-	-	-	-	(385)	(356)
Transfers between classes	-	-	-	-	-	274	-	-	-	(274)	-	-
Restoration cost adjustment	-	-	-	-	-	-	(4)	(21)	-	-	(4)	(21)
Depreciation <sup>2</sup>	(325)	(323)	(169)	(232)	(368)	(395)	(683)	(600)	-	-	(1,545)	(1,550)
<b>Carrying amount at 30 June</b>	<b>1,623</b>	<b>1,633</b>	<b>198</b>	<b>344</b>	<b>990</b>	<b>1,070</b>	<b>1,128</b>	<b>1,629</b>	<b>-</b>	<b>13</b>	<b>3,939</b>	<b>4,689</b>

<sup>1</sup> Any gain or loss on disposal is recognised at the date of disposal and is the difference between the consideration received and the carrying/book value of the asset at the time.

<sup>2</sup> Depreciation is included in the line item “Depreciation and amortisation” in the Statement of Comprehensive Income.

**Note 10: 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.

<b>Right-of-use assets</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Right of Used - Leased Asset		
At cost	630	945
Less: Accumulated Amortisation	(315)	(315)
	<b>315</b>	<b>630</b>
<b>Lease Liability</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current</b>		
Finance lease liability <sup>1</sup>	345	323
<b>Total</b>	<b>345</b>	<b>323</b>
<b>Non-Current</b>		
Finance lease liability <sup>1</sup>	-	345
<b>Total</b>	<b>-</b>	<b>345</b>

<sup>1</sup> The CCC entered into a three-year office accommodation lease extension on 25 November 2022 for the period of 1 July 2023 to 30 June 2026. 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

<b>Payable in</b>								
	<b>&lt; 1 year</b>		<b>1–5 years</b>		<b>&gt; 5 years</b>		<b>Total</b>	
	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
<b>Lease liability</b>	<b>352</b>	<b>341</b>	<b>0</b>	<b>352</b>	<b>-</b>	<b>-</b>	<b>352</b>	<b>693</b>

**Note 11: 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.

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Contractual Payables</b>		
Creditors	795	1,108
Queensland Police Service	437	904
	<b>1,232</b>	<b>2,012</b>
<b>Statutory Payables</b>		
Payroll Tax	155	144
Fringe Benefits Tax	21	27
Superannuation	17	-
	<b>193</b>	<b>171</b>
<b>Total</b>	<b>1,425</b>	<b>2,183</b>

**Note 12: Accrued Employee Benefits\***

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Wages outstanding	176	47
Annual leave levy payable	955	929
Long service leave levy payable	239	223
<b>Total</b>	<b>1,370</b>	<b>1,199</b>

\* Refer Note 3 for employee expenses accounting policy

**Note 13: 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.

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Restoration Costs	242	236
<b>Total</b>	<b>242</b>	<b>236</b>

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Movements in provisions</b>		
<b>Restoration Costs</b>		
Balance at 1 July	236	257
Provision adjustment	6	(22)
Finance Costs	-	1
<b>Balance at 30 June</b>	<b>242</b>	<b>236</b>



**Note 14: Commitments for Expenditure**

Commitments for future expenditure include capital commitments and material expenditure commitments arising from contracts. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the statement of financial position. Commitments at reporting date are disclosed at their nominal value inclusive of anticipated GST and are payable as follows:

	Property Rentals <sup>1</sup>		Capital Expenditure		Total Commitments	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Not later than one year	4,556	4,388	114	16	4,670	4,404
Later than one year and not later than five years	-	4,618	-	-	-	4,618
<b>Total</b>	<b>4,556</b>	<b>9,006</b>	<b>114</b>	<b>16</b>	<b>4,670</b>	<b>9,022</b>

<sup>1</sup> Property rentals for office accommodation are non-cancellable and have a renewal option that is exercisable at market prices. Lease payments are generally fixed, and no lease arrangements create restrictions on other financing transactions.

**Note 15: 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 2025, 17 cases (2024: 24 cases) were ongoing before various courts, naming the CCC as either an applicant or respondent:

	2025 Number of Cases	2024 Number of Cases
Supreme Court	3	1
Magistrates Court	-	2
Queensland Civil and Administrative Tribunal (QCAT)	14	21
<b>Total</b>	<b>17</b>	<b>24</b>

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 16: 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	2025 \$'000	2024 \$'000
<b>Financial assets</b>			
Cash and cash equivalents	7	27,388	25,931
Contractual receivables		916	890
<b>Total</b>		<b>28,304</b>	<b>26,821</b>
<b>Financial liabilities</b>			
Contractual payables	11	795	2,012
Lease liabilities	10	345	668
<b>Total</b>		<b>1,140</b>	<b>2,680</b>

**(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.

**Note 16: 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		2025	2024
Category:	Note	\$'000	\$'000
<b>Financial Assets</b>			
Contractual receivables		916	890
<b>Total</b>		<b>916</b>	<b>890</b>

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	
			2025	2024	2025	2024	2024	2024	2024	2024
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial liabilities										
Contractual Payables	11		795	2,012	-	-	-	-	795	2,012
Lease liabilities	10		345	323	-	345	-	-	345	668
Total			1,140	2,335	-	345	-	-	1,140	2,680

**Note 16: 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 17: 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 2025, the CCC held \$875,418 (2024: \$346,892) in a trust bank account as a result of operational activities.

**Note 18: Budgetary Reporting Disclosures - Explanation of Major Variances**

**Note 18A: Explanation of Major Variances – Statement of Comprehensive Income**

<b>Grants and other contributions:</b>	The decrease of \$3.818M is due to the deferral of \$9.000M from this financial year across the forward estimates to fund critical digital systems. This is offset by a \$4.500M deferral received this financial year for the Investigative Case Management System and \$0.476M from the whole of government wage policy adjustments and increases of \$0.206M for the Services Received Below Fair Value.
<b>Interest:</b>	The increase of \$0.790M is due to interest rate increases across 2024–25.
<b>Employee expenses:</b>	The decrease of \$0.797M is due to increased employee vacancies in a tight labour market partially offset by whole of government wage policy adjustments including cost of living allowances.
<b>Supplies and services:</b>	The decrease of \$3.210M is mainly due to reduced expenditure from deferral of funding for the case management system and increased employee vacancies due to market pressures that resulted in reduced operating expenditure due to capacity issues.
<b>Depreciation and amortisation:</b>	The decrease of \$0.511M is due to asset useful life extensions and minor delays in the completion of asset updates.
<b>Operating results from continuing operations:</b>	The \$1.156M surplus is due to increased employee vacancies due to labour market pressures and reduced operating expenditure as a result of capacity issues.

**Note 18B: Explanation of Major Variances – Statement of Financial Position**

<b>Cash and cash equivalents</b>	The increase of \$3.510M is due to the replacement of property, plant and equipment deferred to future years, increased employee vacancies and offset by the impact of revenue deferrals.
<b>Property, plant and equipment:</b>	The decrease of \$3.345M is due to replacement of property, plant and equipment deferred to future years.
<b>Payables</b>	The decrease of \$1.030 is due to supplier invoices including the Queensland Police Service received and paid before 30 June.

**Note 18C: Explanation of Major Variances – Statement of Cash Flows**

<b>Grants and other contributions:</b>	The decrease of \$4.024M is due to the deferral of \$9.000M from this financial year across the forward estimates to fund critical digital systems. This is offset by a \$4.500M deferral received this financial year for the Investigative Case Management System and \$0.476M from the whole of government wage policy adjustments.
<b>Interest receipts:</b>	The increase of \$0.788M is due to interest rate increases across 2024–25.
<b>Employee expenses:</b>	The decrease of \$0.962M is due to increased employee vacancies in a tight labour market partially offset by whole of government wage policy.
<b>Supplies and services</b>	The decrease of \$2.316M is mainly due to reduced expenditure from deferral of funding for the case management system and increased employee vacancies due to market pressures that resulted in reduced operating expenditure due to capacity issues.
<b>Payments for Property, plant and equipment:</b>	The decrease of \$2.816M is due to replacement of property, plant and equipment deferred to future years.

**CRIME AND CORRUPTION COMMISSION**  
**Management Certificate for the year ended 30 June 2025**

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 2025 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 2025



Jen O'Farrell  
Chief Executive Officer  
Crime and Corruption Commission

Date: 18 August 2025



Paul Bracegirdle  
Chief Finance Officer  
Crime and Corruption Commission

Date: 18 August 2025

## 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 2025, 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 my opinion, the financial report:

- a) gives a true and fair view of the entity's financial position as at 30 June 2025, and its financial performance and cash flows for the year then ended; and
- b) 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 for such internal control as the Commission determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Commission is also responsible for 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:  
[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of my auditor's report.

### **Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2025:

- 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.

### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the entity's transactions and account balances to enable the preparation of a true and fair financial report.



Rachel Vagg  
Auditor-General

19 August 2025

Queensland Audit Office  
Brisbane



# Appendices

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# Appendix A | Attestation of IS18:2018 (ISMS) Information Security Risk

25 September 2024

Mr Robert Champion  
Queensland Government Chief Information Security Officer  
Queensland Government Customer and Digital Group  
Level 5, 140 Creek Street  
Brisbane Qld 4000

Email: [robert.champion@cyber.qld.gov.au](mailto:robert.champion@cyber.qld.gov.au)

Dear Mr Champion,

**RE: CEO Attestation of IS18:2018 (ISMS) Information Security Risk**

I note that under the Queensland Government Enterprise Architecture (QGEA) Information Security Policy IS18:2018, 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, Jen O'Farrell, have an informed opinion that risks to the information and information systems of the CCC, meet the agency's risk tolerance and 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 appropriate assurance activities to provide me with advice which informs my opinion of the CCC's information security risk position. Where the business impact warrants, independent expertise has been received to support my opinion of the CCC's information security risk position.

In addition, the CCC has met the majority of requirements of the Information Security policy (IS18:2018) during the 2023-2024 financial year.

Yours sincerely

**Jen O'Farrell**  
Chief Executive Officer  
Crime and Corruption Commission

# Appendix B | Glossary of terms

ACIC	Australian Criminal Intelligence Commission	FTE	Full-time equivalent
ADW	Analytics Data Warehouse	ICAC	Independent Commission Against Corruption
AFP	Australian Federal Police	IPOLA	<i>Information Privacy and Other Legislation Amendment Act 2023</i>
APMF	Application Portfolio Management Framework	JAMC	Joint Assessment and Monitoring Committee
APSACC	Australian Public Sector Anti-Corruption Conference	LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Intersex, or questioning
ARMC	Audit and Risk Management Committee	MNDB	Mandatory Notification of Data Breach
ARRs	Annual report requirements for Queensland Government agencies (2024–25 reporting period)	MHFA	Mental Health First Aid
ATO	Australian Taxation Office	MoU	Memorandum of Understanding
AUSTRAC	Australian Transaction Reports and Analysis Centre	NSW	New South Wales
BMC	Budget Management Committee	ODPP	Office of the Director of Public Prosecutions
CAM	Complaints Assessment Model	OIA	Office of the Independent Assessor
CC Act	<i>Crime and Corruption Act 2001</i>	OMCG	Outlaw Motorcycle Gang
CCC	Crime and Corruption Commission	OS&W	Organisational Safety and Wellbeing Committee
CCOLA	<i>Crime and Corruption &amp; Other Legislation Amendment Act 2024</i>	PAICE	People, Accountability, Integrity, Courage and Excellence (the CCC Values)
CEO	Chief Executive Officer	PCCC	Parliamentary Crime and Corruption Committee
COI	Commission of Inquiry	PDA	Performance and Development Agreement
CMC	Crime and Misconduct Commission	PPDFV	Police perpetrated domestic and family violence
CPCA	<i>Criminal Proceeds Confiscation Act 2002</i>	PPRA	<i>Police Powers and Responsibilities Act 2000 (Qld)</i>
CPNQ	Corruption Prevention Network Queensland	QAO	Queensland Audit Office
Cth	Commonwealth	QCAT	Queensland Civil & Administrative Tribunal
DIB	Diversity, Inclusion & Belonging	QHRC	Queensland Human Rights Commission
dGRC	Digital Governance, Risk and Compliance system	QJAG	Queensland Joint Analyst Group
DFV	Domestic & family violence	Qld	Queensland
DoJ	Department of Justice	QPS	Queensland Police Service
DWP	Digital Workplace Program	QSA	Queensland State Archives
eDRMS	Electronic document and records management system	RAP	Reconciliation Action Plan
ELT	Executive Leadership Team	SSS	Strategic, Systemic and/or Strategic
FAA	<i>Financial Accountability Act 2009</i>	TI Act	<i>Telecommunications Interception Act 2009 (Qld)</i>
FPMS	Financial and Performance Management Standard 2019	TIA Act	<i>Telecommunications (Interception and Access) Act 1979 (Cth) (TIA Act)</i>
FCU	Forensic Computing Unit	UPA	Unit of public administration
		VCG	Values and Culture Group

# Appendix C | Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> <li>A letter of compliance from the accountable officer or statutory body to the relevant Minister/s</li> </ul>	ARRs – section 7	4
Accessibility	<ul style="list-style-type: none"> <li>Table of contents</li> </ul>	ARRs – section 9.1	3
	<ul style="list-style-type: none"> <li>Glossary</li> </ul>		123
	<ul style="list-style-type: none"> <li>Public availability</li> </ul>	ARRs – section 9.2	2
	<ul style="list-style-type: none"> <li>Interpreter service statement</li> </ul>	Queensland Government Language Services Policy ARRs – section 9.3	2
	<ul style="list-style-type: none"> <li>Copyright notice</li> </ul>	Copyright Act 1968 ARRs – section 9.4	2
	<ul style="list-style-type: none"> <li>Information Licensing</li> </ul>	QGEA – Information Licensing ARRs – section 9.5	2
General information	<ul style="list-style-type: none"> <li>Introductory Information</li> </ul>	ARRs – section 10	6–16
Non-financial performance	<ul style="list-style-type: none"> <li>Government’s objectives for the community and whole-of-government plans/specific initiatives</li> </ul>	ARRs – section 11.1	N/A
	<ul style="list-style-type: none"> <li>Agency objectives and performance indicators</li> </ul>	ARRs – section 11.2	19–24, 27–28, 30–68
	<ul style="list-style-type: none"> <li>Agency service areas and service standards</li> </ul>	ARRs – section 11.3	22–24
Financial performance	<ul style="list-style-type: none"> <li>Summary of financial performance</li> </ul>	ARRs – section 12.1	25–26
Governance – management and structure	<ul style="list-style-type: none"> <li>Organisational structure</li> </ul>	ARRs – section 13.1	15
	<ul style="list-style-type: none"> <li>Executive management</li> </ul>	ARRs – section 13.2	70–72
	<ul style="list-style-type: none"> <li>Government bodies (statutory bodies and other entities)</li> </ul>	ARRs – section 13.3	16, 79–81
	<ul style="list-style-type: none"> <li>Public Sector Ethics</li> </ul>	Public Sector Ethics Act 1994 ARRs – section 13.4	49
	<ul style="list-style-type: none"> <li>Human Rights</li> </ul>	Human Rights Act 2019 ARRs – section 13.5	49
	<ul style="list-style-type: none"> <li>Queensland public service values</li> </ul>	ARRs – section 13.6	N/A
Governance – risk management and accountability	<ul style="list-style-type: none"> <li>Risk management</li> </ul>	ARRs – section 14.1	78
	<ul style="list-style-type: none"> <li>Audit committee</li> </ul>	ARRs – section 14.2	77
	<ul style="list-style-type: none"> <li>Internal audit</li> </ul>	ARRs – section 14.3	79
	<ul style="list-style-type: none"> <li>External scrutiny</li> </ul>	ARRs – section 14.4	79–80
	<ul style="list-style-type: none"> <li>Information systems and recordkeeping</li> </ul>	ARRs – section 14.5	82–83
	<ul style="list-style-type: none"> <li>Information Security attestation</li> </ul>	ARRs – section 14.6	82, 122
Governance – human resources	<ul style="list-style-type: none"> <li>Strategic workforce planning and performance</li> </ul>	ARRs – section 15.1	51–55
	<ul style="list-style-type: none"> <li>Early retirement, redundancy and retrenchment</li> </ul>	Directive No.04/18 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	75
Open Data	<ul style="list-style-type: none"> <li>Statement advising publication of information</li> </ul>	ARRs – section 16	2, 83
	<ul style="list-style-type: none"> <li>Consultancies</li> </ul>	ARRs – section 31.1	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>Overseas travel</li> </ul>	ARRs – section 31.2	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>Queensland Language Services Policy</li> </ul>	ARRs – section 31.3	<a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<ul style="list-style-type: none"> <li>Charter of Victims’ Rights</li> </ul>	VCSVRB Act 2024 ARRs – section 31.4	N/A
Financial statements	<ul style="list-style-type: none"> <li>Certification of financial statements</li> </ul>	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	118
	<ul style="list-style-type: none"> <li>Independent Auditor’s Report</li> </ul>	FAA – section 62 FPMS – section 46 ARRs – section 17.2	119–120

FAA Financial Accountability Act 2009

FPMS Financial and Performance Management Standard 2019

ARRs Annual report requirements for Queensland Government agencies

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## Crime and Corruption Commission

QUEENSLAND

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### More information

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