

What Types Of Matters Has The Commission Seen?

“Trusted assistant” cases:



A long-serving or
trusted staff member
is given excessive
autonomy



Controls are bypassed
“because they are
trusted”



Financial or
administrative abuse
goes undetected
for years

Inadequate internal responses to suspected misconduct

- Attempts to minimise or manage issues internally
- Lack of confidentiality controls for reporting persons
- Inadequate or delayed investigations
- Failure to manage/ mitigate risk during investigations
- Failure to notify the Commission

**Failure to act internally on known risks
is a serious governance failing**

Procurement manipulation and kickback schemes

- Pre-determined tender outcomes
- Contractors bribing or incentivising officials
- Third-parties seeking access to confidential information
- Use of intermediaries or “trusted assistants”
- Scope creep benefitting favoured suppliers

**These matters often involve collusion
rather than isolated rogue behaviour**



CEO misconduct

- ✗ Misuse of public funds
- ✗ Fraudulent financial practices
- ✗ Manipulation of recruitment and remuneration
- ✗ Conflicted procurement decisions
- ✗ Abuse of trust



Councillor conduct and governance failures

- ✗ Inadequate due diligence in CEO recruitment process
- ✗ Participation in conflicted decisions
- ✗ Improper pressure on staff
- ✗ Failure to understand governance vs operational roles
- ✗ Attempts to influence procurement or personnel decisions