Crime and Corruption Commission
QUEENSLAND

Sector insights

Local government

1 July 2020 to 30 June 2025



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Overview

Local governments (also called councils) play an important role in public administration. Many services Queenslanders rely on, including local transport, waste collection, parks, water and sewerage, are delivered by local government. Councils are also responsible for land use planning and development, animal control and maintaining community assets.

Decisions made by local governments have a direct and enduring impact on community confidence.

Queensland's local governments are vulnerable to a range of current, emerging and forecasted corruption risks. The insights provided here are drawn from analysis of CCC complaints, investigations and other intelligence, along with reviews of publicly available reports, literature and data.

We currently group councils into segments based on shared geographic, economic and social factors, which informs how we identify corruption risks and engage with the sector to build corruption resistance.

While there are some consistent trends and themes across the local government sector, corruption risks and vulnerabilities are shaped by factors unique to the location, size, climate and primary industry of each council area.

The council segments used in our analysis are *Coastal, Indigenous, Resources, Rural Regional, Regional Remote* and *South East Queensland*. See **Appendix A** for the list of councils in each segment.

Notes about sector insights data

The corruption trends, risks and enablers described in these pages are based on a review of complaints received by the CCC relating to the local government sector between 1 July 2020 and 30 June 2025, as well as investigations, intelligence and open-source information from the same period.

These insights provide general observations about the sector as a whole over that period, and individual agencies within the sector may experience their own unique corruption risks.

As these insights have been drawn from various sources, some observations may be slightly different to the data in the Corruption Complaints Dashboard (CCD) and Corruption Allegations Data Dashboard (CADD). CCD, CADD and these sector insights should be considered together to provide a range of perspectives on the risks for a given sector or agency.

Key facts about local government

- According to the Queensland Audit Office, in 2024–25 Queensland's councils collectively controlled infrastructure and other non-financial assets with a total value exceeding $120 billion.
- Queensland has 77 local government areas. Each has different populations, and demographic and economic trends, as well as broad and wide-ranging corruption risks, drivers and enablers.
- Following the 2024 local government elections, 77 mayors and 501 councillors were elected.
- The local government sector employs almost 49,000 staff.

Complaint trends and insights

Over the past five financial years the number of complaints received by the CCC related to the local government sector has generally increased, in line with an overall increase in complaints across all sectors. The upward trend in local government complaints is also consistent with growth in Queensland's population, and changes to the size of the local government workforce. This matches the experience of other jurisdictions, such as New South Wales.

Trends in the complaints received by the CCC about local governments include:

- **Elected officials are overrepresented in complaints**. Despite making up less than 2% of people working in local government, almost a quarter of complaints received about this sector related to alleged conduct by mayors, deputy mayors and councillors. This is likely due to conduct being attributed to them due to their high level of influence and greater public profile than other local government employees. However, most complaints were still about alleged conduct by employees**.**
- **Most complaints received by the CCC related to councils in South-East Queensland**, which is consistent with these councils serving larger communities and having a higher number of employees.
- However, **Rural remote and Indigenous councils are the most vulnerable to corruption** (and perceptions of it) relative to population and employee numbers, due to workforce capability challenges, deficiencies with internal controls, financial management issues, and challenges associated with the dynamics of small communities.
- **Managing people, processes and public assets** are consistently high-risk activities for the sector. Complaints received by the CCC about local governments commonly relate to allegations of corruption in:
  - **Human resource management —** which includes supervision and employee relations, payroll, recruitment and selection, and compliance with employment obligations.
  - **Managing public assets and resources —** such as accounts processing, building management, procurement, fleet management and grants administration.
  - **Information control and management —** such as the handling and use of confidential information, access to systems and alleged unauthorised or inappropriate release of information.
- **Most complaints related to local governments were received as mandatory notifications from the relevant council**. All councils are required to notify the CCC of suspected corrupt conduct. Notifications can also be received from other public sector agencies that may engage with councils, such as the Office of the Independent Assessor (OIA).
- In line with the CCC's statutory corruption functions, we only investigate or monitor the most serious or systemic cases of corruption. Due to the volume of complaints we receive, and the principles of co-operation, capacity building and devolution, **most local government complaints were referred to the council to which the complaint related**, to be dealt with. Any matter referred to a council to deal with may be monitored by the CCC to ensure transparency and accountability.
- **Complaints relating to councillor conduct** may also be referred to the OIA to deal with, while **alleged criminal conduct of any councillor or council employee** may also be referred to the Queensland Police Service.

Visit our website to view our Corruption Complaints Dashboard.

Common allegation types

Over the past five financial years, the most frequent types of allegations contained in complaints received by the CCC about council employees and councillors related to the following behaviours:

Allegation	Conduct involves…
Misuse of authority	Council employee or elected official abusing their position to benefit themselves or others, including favouring a family member, friend, associate or benefactor, or furthering their own interests.
Misappropriation or unauthorised use of resources	The unauthorised use, fraudulent diversion, or theft of public funds or property such as dishonestly claiming employee entitlements, fabricating information to support a grant application, or misusing council resources (e.g., fuel, vehicles, petty cash) for private use without authorisation.
Failure of duty	Not complying with a legal, policy or reporting obligation or executing duties of their position to an appropriate standard, including failures resulting from a lack of knowledge, competence or appropriate care and diligence.
Misuse of information	Accessing official information without proper authorisation and/or disclosing information to people who are not authorised to have the information.
Professional conduct	Professional misconduct, maladministration or serious mismanagement, dishonesty, or misrepresenting qualifications or work history and experience.

Read more about the allegation and activity categories used by the CCC.

Corruption risks and enablers

Common enablers of corruption across local government include workforce challenges, weak governance, poor fraud and corruption controls, and growing pressures and demands on council resources.

While these vulnerabilities exist across all council segments, their extent and impact are influenced by characteristics unique to each council, such as their fraud and corruption control maturity, financial sustainability, organisational culture and leadership.

Corruption risks can also be influenced by the geographical location and size of a local council. Councils in small communities and rural areas may be more vulnerable to corruption risks and perceptions of corruption.

Vulnerable functions and activities

Below are some of the main activities or functions vulnerable to corruption (or perceptions of it) within the local government sector, based on trends and themes in CCC complaints received.

Note: This is not an exhaustive list of all activities or work functions which may be vulnerable to fraud and corruption.

Function or activity	Vulnerabilities
Procurement	Including sourcing, tendering and contract management. Complaints often relate to infrastructure projects and the acquisition of equipment for civil works, as well as procuring ICT goods and services.
Human resource management	Payroll processes and compliance with employment obligations, employees and councillors claiming allowances and entitlements they're not entitled to, and misusing work time or not declaring secondary employment.
Recruitment, selection and promotion processes	Favouritism, not following processes, and inadequate employee screening to verify suitability.
Information control and records management	Non-compliance with policies and procedures and misuse of confidential information.
Grant funding and natural disaster recovery	Vulnerabilities arise during initial applications for funding, the implementation of approved works, and subsequent auditing process. There have been examples of employees at all levels, including in senior executive roles, seeking to exploit grant funding for personal benefit through fraud, theft or misappropriation, and accepting bribes from suppliers tendering for work.

Local government elections	Elections can heighten corruption risks through members of the public and organisations seeking to buy influence through disguised or undisclosed political donations. In addition, the period leading up to and following local government elections can be a high-risk period for councillors and council employees, and have been associated with increased complaints, organisational turnover and change, and weaker governance.
Conflicts of interest	Failing to declare and manage conflicts of interest feature across almost all complaint categories for both councillors and council employees. Complaints involving conflicts of interest commonly relate to planning and development, procurement and recruitment.

Key risks for council employees

Council employees undertake a range of duties and have different responsibilities to mayors and councillors, leading to different risk profiles between employees and elected officials.

These are impacted by access to information, the level and nature of contact with clients, customers and members of the community, decision-making authority and level of supervision and oversight.

Key risk areas for council employees include:

- **Human resource management:** This includes concerns about supervision and employee relations, recruitment, selection and promotion processes, compliance with employment obligations, timesheet fraud, employees claiming entitlements and allowances they are not eligible to under their employment contracts or not declaring secondary or poly employment.
- **Procurement and management of public assets and resources:** Including accounts processing, building management, fleet management, grants administration and procurement. Procurement complaints involve all stages of procurement and contract management and often relate to infrastructure projects, procuring ICT goods and services, and the acquisition of equipment for civil works.
- **Information control and management:** This includes the handling and use of confidential information, access to systems and alleged unauthorised or inappropriate release of information. Complaints of this nature frequently relate to council employees improperly accessing internal databases and disclosing confidential information to media, family members, and business associates without appropriate approval or authorisation.
- **Service delivery:** This includes behaviours relating to the delivery of council services to clients, customers or members of the community, such as inappropriate physical or verbal interactions with or intimidation of community members, alleged unsafe work practices, or not carrying out official duties diligently or with due care.
- **Decision-making and financial delegation:** The exercising of supervisory, decision-making, and financial delegation may be vulnerable to corruption (or perceptions of it). Because senior executive roles typically entail decision-making responsibilities, involvement in procurement and recruitment processes, and financial delegations that permit them to award contacts and authorise the payment of council funds, these roles may be more vulnerable to corruption risks.



Key risks for local government elected officials

Councillors are drawn from the community they serve. Many have private interests — such as businesses and personal associations — which can heighten conflict of interest risks, particularly in rural and remote areas where a business they own, are involved in or affiliated with may be one of a small number of service providers to the community.

Key risk areas for mayors and councillors include:

- **Political and policy services**: This includes participating in council decisions and deliberations they have a conflict of interest in or failing to declare and manage the conflict, influencing or attempting to influence another councillor about decisions relating to develop applications and approvals and zoning, or interfering in decisions, and misusing their position to instruct or direct council employees usually with the intent of benefiting themselves or an associate.
- **Human resource management**: This includes poorly managed conflicts of interest or interference in employment decisions (such as the recruitment or termination of council employees), the misuse of allowances or entitlements, and matters relating to conduct or discipline, including interfering with or undermining investigations by providing false information, statements or complaints.
- **Management of public assets and resources**: This includes the misuse or misallocation of council resources or grant administration and funding, awarding tenders or contracts to family members or associates, and issues relating to development/rezoning, such as colluding with contractors to benefit from land sales or rezoning.
- **Information control and management:** This includes mayors and councillors disclosing confidential and commercially valuable council information advantage them in being awarded council contracts or tenders, misusing confidential council information to benefit their own private interests, or releasing sensitive information to social media or media outlets.

Other areas of risk for councils

- **Conflicts of interest:** Failing to declare and appropriately manage conflicts of interest is a common risk for council employees and councillors across all areas of Council operations referred to above, especially in smaller or more remote communities where there are more likely to be personal, family or business associations between employees, councillors, and members of the community.
- **Executive governance:** For local government to operate successfully and efficiently there needs to be a professional and workable relationship between the CEO and the mayor and councillors. If this relationship is not effective, it can have a significant impact on the overall operations and performance of the council.
- **External infiltration:** Organised crime infiltration and foreign interference is an increasing risk due to the sector's access to sensitive information, such as personal and business details of ratepayers, information about procurement, contracts, tenders and land zoning as well as access to resources and ability to influence property and development decisions.
- **Increasing demand:** Demand for local government services and amenities can amplify corruption risks. Growing populations, housing and health shortages and an increasing volume of grant administration and infrastructure projects associated with population and our changing climate, and the pipeline of infrastructure development associated with the 2032 Olympic and Paralympic Games contribute to risks of unmanaged conflicts of interest, failure of duty, fraud, and the misuse of authority or power to gain a benefit or cause a detriment.
- **Human resource management:** Skill shortages and challenges attracting and retaining suitably qualified and experienced employees, particularly in rural and regional areas of the state can

increase corruption risks. This can lead to poor compliance with policies and procedures due to inexperience or poor supervision, along with unmanaged conflicts of interest, misuse of authority, and the misuse of public resources and work time.

- **Corporate knowledge loss:** Organisational change and staff turnover associated with election cycles can result in the loss of corporate knowledge and contribute to poor organisational culture, risk management and decision-making practices. A related risk can also arise when senior executive officers are terminated, pressured to resign or not have their contracts renewed as a result of reporting suspected wrongdoing or raising concerns about non-compliance with council policies and procedures. In either case, non-disclosure agreements may be used to conceal the reason for separation, and payments made may be over and above their entitlements, often without justification or explanation.
- **Legislative gaps:** There are gaps in Queensland's legislative framework that enable corruption. Not having a mechanism to take disciplinary action against former local government employees enables unsuitable individuals to regain employment in this sector. Additionally, the absence of candidate vetting and strong deterrents to prevent candidates from misleading voters increases the risk of unsuitable candidates being elected.

Enablers of corruption

Our experience suggests that corruption risks in local government can increase as a result of:

- **Inadequate or non-existent policies, procedures and frameworks** to support the governance of high-risk activities, such as managing conflicts of interest, recruitment and selection, payroll, timesheet and leave allowances, procurement and contract management, and grants administration
- **Poor risk awareness and management**, including not having an audit committee to oversee risk management, integrity and fraud and corruption controls
- **Unclear, or outdated decision-making frameworks** and delegation registers leading to confusion or ambiguity about approval processes
- **Poor recordkeeping practices** in relation to decisions, authorisations or approvals, or not having systems for recording decisions and outcomes and managing and declaring interests (such as conflicts of interest and gifts and benefits)
- **Insufficient initial and ongoing education** of council employees and elected officials about integrity, fraud and corruption risks
- **Poor supervision, oversight and performance management** creating opportunities for wrongdoing to occur or go undetected, such as undeclared secondary employment, the misuse of work time and misuse of public resources.



Perceptions of corruption in local government

In 2025, the CCC conducted research to measure perceptions of corruption in Queensland across the public sector, local government, Queensland Police Service (QPS), and community.

This is a snapshot of key findings from a survey of 973 council employees.

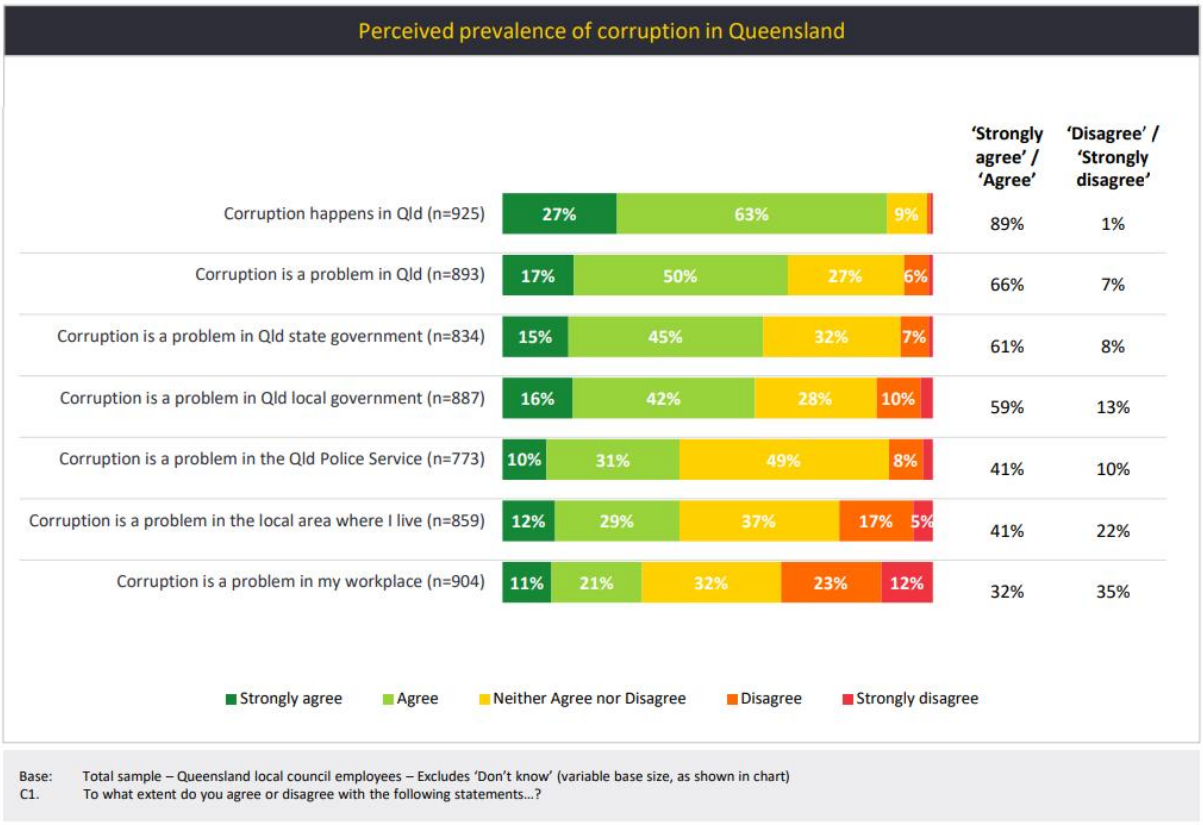
Perceived corruption risks

Prevalence of corruption

There was a widespread belief that corruption happens in Queensland.

- Almost nine in ten (89%) council employees agreed or strongly agreed that 'corruption happens in Queensland.' However, only 66% considered it a problem.
- Corruption was thought to be slightly more of a problem in state government (61%), followed by local government (59%), with a lower proportion agreeing corruption was a problem in the QPS (41%).

Figure 1. Council employees' perceptions of the prevalence of corruption in Queensland (Queensland Local Council Employees Report, pg. 37).



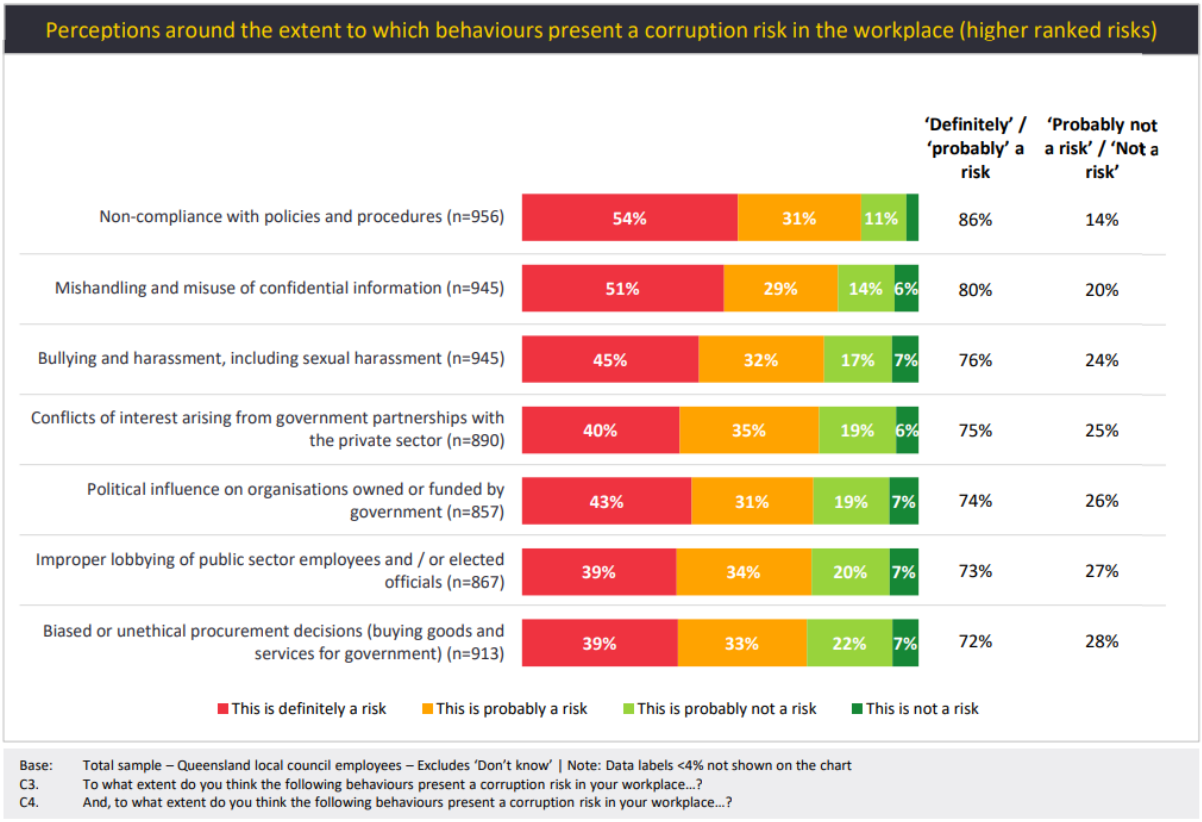
Base: Total sample – Queensland local council employees – Excludes 'Don't know' (variable base size, as shown in chart)
C1. To what extent do you agree or disagree with the following statements...?

Concerns about corrupt behaviours

Local council employees were concerned about a range of corrupt behaviours.

- At least half of council employees were at least 'fairly' concerned about each of the behaviours assessed in the survey, with *corruption committed by elected officials* (80%) and *corruption in recruitment for senior government executive positions* (78%) attracting the highest proportion of 'very' or 'fairly concerned' responses.
- Council employees identified *non-compliance with policies and procedures* (86%) and *mishandling and misuse of confidential information* (80%) as behaviours with the highest corruption risk in their workplace.
- *Bullying and harassment, conflicts of interest, political influence, improper lobbying*, and *biased or unethical procurement decisions* were all identified as a workplace risk by at least seven in ten employees, with around four in ten identifying them as 'definitely' a risk.

Figure 2. Perceived extent to which behaviours present a corruption risk in the workplace (Queensland Local Council Employees Report, pg. 46).



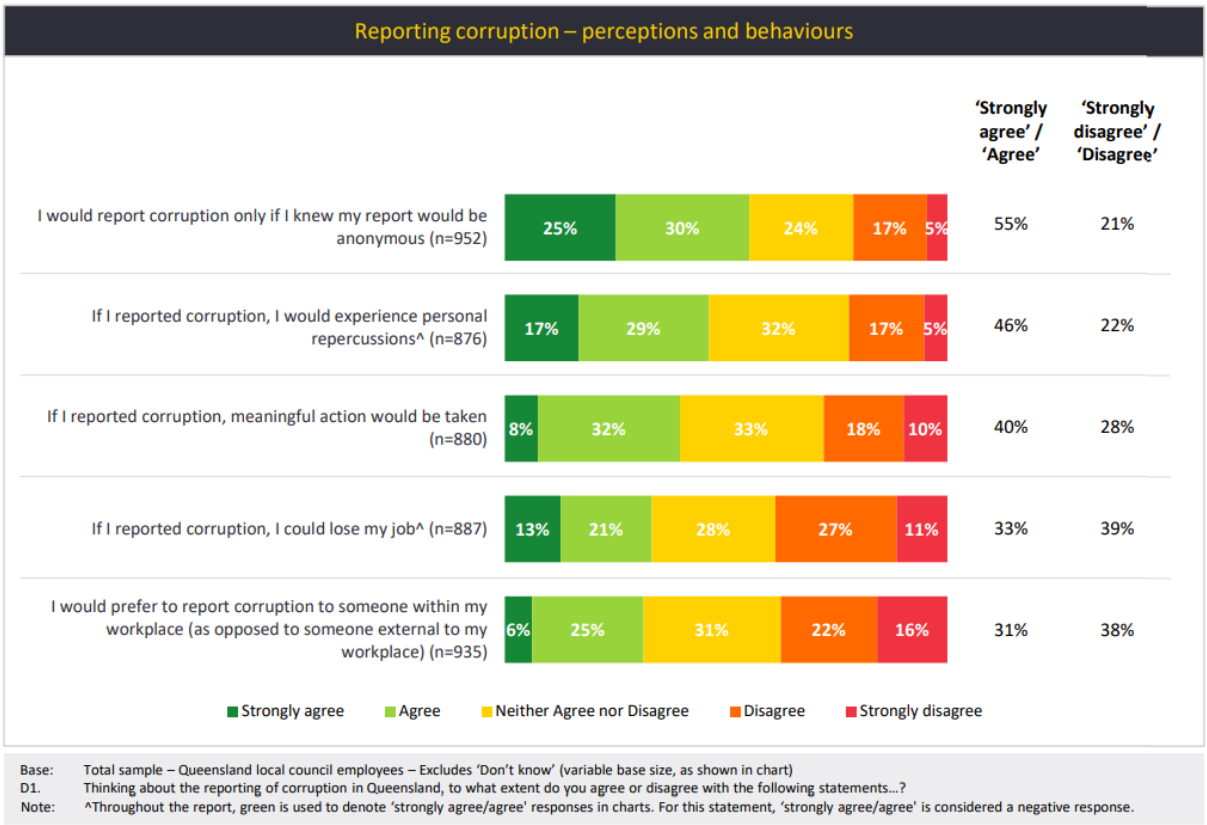
Base: Total sample – Queensland local council employees – Excludes 'Don't know' | Note: Data labels <4% not shown on the chart
C3. To what extent do you think the following behaviours present a corruption risk in your workplace...?
C4. And, to what extent do you think the following behaviours present a corruption risk in your workplace...?

Identifying and reporting corruption

Most local council employees agree they would recognise corrupt behaviour, and there is a strong intention to report it. Anonymity in reporting is preferred by many, but an expectation of repercussions influences the decision on whether to report.

- Queensland local council workplaces are perceived to be moderately vulnerable to corruption. Just over half (56%) considered their workplace to be vulnerable to corruption, and 32% agreed corruption was a problem in their workplace.
- 55% of council employees had either witnessed, or thought they had witnessed, corruption in the past 5 years. Of these, almost half (48%) did not report it, with reporting significantly lower among those in non-managerial roles.
- 68% indicated they would recognise corrupt behaviour and there was a strong intention to report it (73%).
- Almost half (46%) who said they would report it expected they would experience personal repercussions and there was some preference for anonymity in reporting.

Figure 3. Council employees' perceptions of reporting corruption (Queensland Local Council Employees Report, pg. 53).



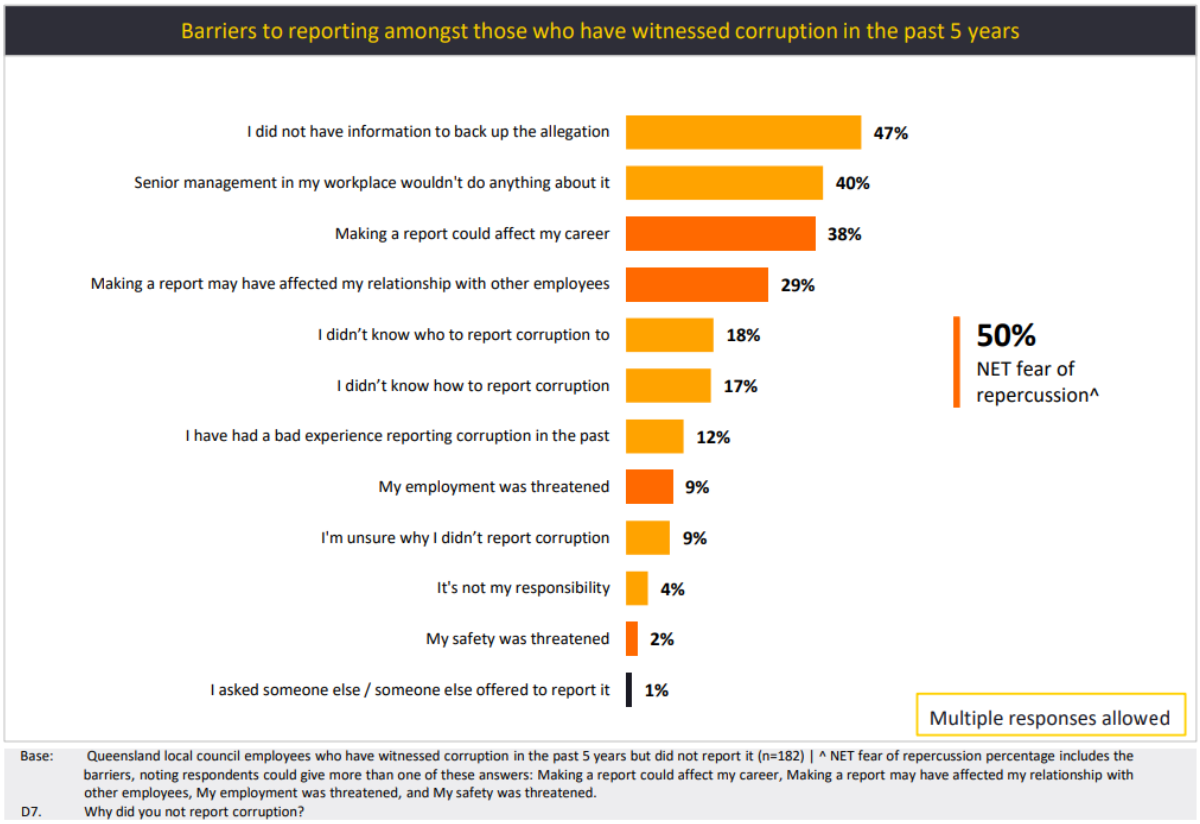
Base: Total sample – Queensland local council employees – Excludes 'Don't know' (variable base size, as shown in chart)
D1. Thinking about the reporting of corruption in Queensland, to what extent do you agree or disagree with the following statements...?
Note: ^Throughout the report, green is used to denote 'strongly agree/agree' responses in charts. For this statement, 'strongly agree/agree' is considered a negative response.

Barriers to reporting corruption

A lack of information, lack of outcomes and potential impact to career and relationships are the top barriers to reporting corruption for local council employees.

- 70% of council employees felt 'very' or 'fairly' comfortable lodging a complaint with the CCC.
- Sentiment was more muted with regards to reporting corruption to the employee's own workplace: 50% agreed they would feel comfortable lodging a complaint with their workplace, with 44% indicating they felt confident their workplace would have the resources to adequately investigate, and 42% felt confident the report would be handled in a fair and unbiased way.
- Although there was a strong preference for independent reporting, internal channels were more likely to be used than the CCC. Of those who reported corruption in the past 5 years, the channels most used were supervisor/manager (57%) or HR/ethical standards unit (34%).
- Council employees were sceptical as to whether meaningful action would be taken if they reported corruption, with four in ten believing this would not be the case (40%).

Figure 4. Perceived barriers to reporting corruption (Queensland Local Council Employees Report, pg. 74).



Base: Queensland local council employees who have witnessed corruption in the past 5 years but did not report it (n=182) | ^ NET fear of repercussion percentage includes the barriers, noting respondents could give more than one of these answers: Making a report could affect my career, Making a report may have affected my relationship with other employees, My employment was threatened, and My safety was threatened.
D7. Why did you not report corruption?

Prevention strategies and resources

Local council employees and councillors are subject to individual council codes of conduct and statutory obligations under the *Local Government Act 2009* and *Local Government Regulation 2012*, and for Brisbane City Council the *City of Brisbane Act 2010* and *City of Brisbane Regulation 2012*.

Councillors are also subject to the Code of Conduct for Councillors in Queensland.

Together, these set the legal and ethical framework for how councils operate, including how decisions are made, how public money and assets are managed, and how elected members and staff must behave.

They also set expectations around democratic governance, clear roles and responsibilities, transparency, conflict of interest management, financial accountability, risk management, community engagement and the proper use of council powers, all with the aim of ensuring councils act lawfully, ethically and in the public interest while maintaining public trust in local government.

Prevention strategies

Some strategies that can help prevent corruption in local government include:

- Having strong internal controls to mitigate against the corruption risks common to this sector along with clear policies, procedures, frameworks, and demarcation of roles and responsibilities which align to the *Local Government Act 2009*, and for Brisbane City Council the *City of Brisbane Act 2010*.
- Robust employee screening and onboarding practices, supported by initial and ongoing training and education on legal and integrity obligations and areas vulnerable to corruption — such as conflicts of interest, information management, procurement, planning and recruitment.
- Targeted training for roles with decision-making authority and delegations, including a focus on:
  - ensuring conflicts of interest are declared and managed appropriately and that employees and elected officials are supported in understanding and applying policies and procedures
  - the role of the code of conduct and governance frameworks, including fraud and corruption control
  - making sure policies and procedures are supported by clear human resource and financial delegation frameworks and separation of duties, especially relating to recruitment, grants, finance and procurement
  - providing regular communication and training about fraud and corruption risks so staff can identify and understand what they can do to help prevent corruption.
- Developing the capability of managers and supervisors to ensure effective supervision of staff to help deter and detect wrongdoing, such as the misuse of confidential information, council resources and work time.
- Strengthening information handling and recordkeeping practices, including policies and procedures for the management of confidential information, recordkeeping and engagement with the media.
- Conducting reviews, audits or inspections of high-risk activities, processes and decisions, including procurement and recruitment decisions, grant applications and expenditure, and audits of timesheets and allowance claims.



- Fostering transparency, accountability and integrity by championing positive ethical behaviour by ensuring that staff and elected officials know how to detect and report suspected wrongdoing and feel supported in doing so.

CCC resources

Advisories, case studies and factsheets

- Corruption prevention advisories
- Prevention in focus: case studies
- Corruption priorities: How they guide our work
- Corruption trends and insights in local government - Factsheet (October 2025)
- Leading the way: Preventing corruption in local government - Factsheet (October 2025)
- Perceptions of corruption in local government - Factsheet (October 2025)
- Representing with integrity in local government - Resources for elected officials
- Council records: Advice for mayors, councillors, CEOs and government employees
- Minimising fuel fraud in the public sector
- Preventing Fraud: How to prevent fraud in the public sector
- Understanding Fraud: Identifying and reporting fraud in the public sector
- When conflicts of interest in procurement result in criminal convictions
- Role clarity in councils: understanding the respective roles of Mayor and CEO
- Conflicts of interest — are you managing yours appropriately?
- Meetings with lobbyists: Are you adequately minimising corruption risks?
- Assessing complaints of corrupt conduct: A guide for assessors and decision-makers
- How to classify matters of corrupt conduct pursuant to section 40 directions - A five-step guide for public officials and delegated decision makers
- Assessing allegations of corrupt conduct: A guide to recordkeeping under section 40A
- Guide to assessing allegations about misuse of confidential information

Corruption Perceptions Survey 2025

- Local council employees report

Corruption Investigation Reports

- Investigation Murray: An investigation into allegations of corrupt conduct by the Mayor of Townsville
- Operation Windage: Culture and corruption risks in local government – Lessons learned from an investigation into Ipswich City Council
- Operation Yabber: An investigation into allegations relating to the Gold Coast City Council
- Operation Belcarra: A blueprint for integrity and addressing corruption risk in local government

Other resources

- Department of Local Government, Water & Volunteers
- LG Central
- Office of the Independent Assessor
- Queensland Ombudsman
- Queensland Audit Office
- Office of the Information Commissioner
- Office of the Queensland Integrity Commissioner
- Queensland State Archives – Local government public records
- Queensland State Archives – Recordkeeping examples for mayors and councillors
- Department of Home Affairs – Local government and countering foreign interference

Appendices

Appendix A – Council segments

While there are some consistent trends and themes across the local government sector, corruption risks and vulnerabilities are shaped by factors unique to the location, size, climate and primary industry of each council area.

Coastal councils

Councils situated along the Queensland coast with mixed economies typically driven by tourism, agriculture, and regional services. They also experience extreme weather conditions leading to heightened risks associated with disaster recovery, grant administration and infrastructure development.

Coastal councils		
Bundaberg Regional Council	Burdekin Shire Council	Cairns Regional Council
Cassowary Coast Regional Council	Douglas Shire Council	Fraser Coast Regional Council
Gladstone Regional Council	Gympie Regional Council	Hinchinbrook Shire Council
Livingstone Shire Council	Mackay Regional Council	Noosa Shire Council
Rockhampton Regional Council	Townsville City Council,	Whitsunday Regional Council

Indigenous councils

Councils established specifically to serve discrete Indigenous communities, many of which operate under unique land tenure arrangements and face distinct socio-economic and sustainability challenges. Indigenous councils face unique complexities attracting and retaining staff and navigating legal, cultural and familial dynamics.

Indigenous councils		
Aurukun Shire Council	Cherbourg Aboriginal Shire Council	Doomadgee Aboriginal Shire Council
Hope Vale Aboriginal Shire Council	Kowanyama Aboriginal Shire Council	Lockhart Aboriginal Shire Council
Mapoon Aboriginal Shire Council	Mornington Shire Council	Napranum Aboriginal Shire Council
Northern Peninsula Area Regional Council	Palm Island Aboriginal Shire Council	Pormpuraaw Aboriginal Shire Council



Torres Shire Council	Torres Strait Island Regional Council	Woorabinda Aboriginal Shire Council
Wujal Wujal Aboriginal Shire Council	Yarrabah Aboriginal Shire Council	

Resources councils

Councils heavily reliant on mining, energy, and resource extraction sectors, which can experience fluctuations in revenue and local populations. Typically located in mining regions, Resources councils experience demands on infrastructure, and risks associated with the procurement of assets and services.

Resources councils		
Banana Shire Council	Bulloo Shire Council	Burke Shire Council
Central Highlands Regional Council	Charters Towers Regional Council	Cloncurry Shire Council
Cook Shire Council	Etheridge Shire Council	Isaac Regional Council
Maranoa Regional Council	McKinlay Shire Council	Mount Isa City Council
Quilpie Shire Council	Western Downs Regional Council	

Note: Weipa Town Authority (WTA) is administered by Rio Tinto and not listed. The WTA is comprised of four elected Community Representatives, two Rio Tinto appointed representatives and one appointed Traditional Owner representative. WTA makes decisions on local government matters and is also within the CCC's jurisdiction. Read more about WTA here.

Rural regional councils

Inland councils that primarily service localised agricultural hubs and regional centres. Due to their geographical location, Rural regional councils experience recruitment challenges as well as managing conflicts of interest inherent in small communities.

Rural regional councils		
Goondiwindi Regional Council	Lockyer Valley Regional Council	Mareeba Shire Council
North Burnett Regional Council	Scenic Rim Regional Council	Somerset Regional Council
South Burnett Regional Council	Southern Downs Regional Council	Tablelands Regional Council

Rural remote councils

Geographically large but sparsely populated inland councils that face challenges maintaining extensive road networks and infrastructure with smaller ratepayer bases. Rural remote councils are particularly vulnerable to risks associated with procurement and conflicts of interest given the size of their electorates.

Rural remote councils		
Balonne Shire Council	Barcaldine Regional Council	Barcoo Shire Council
Blackall-Tambo Regional Council	Boulia Shire Council	Carpentaria Shire Council
Croydon Shire Council	Diamantina Shire Council	Flinders Shire Council
Longreach Regional Council	Murweh Shire Council	Paroo Shire Council
Richmond Shire Council	Winton Shire Council	

South East Queensland (SEQ) councils

Highly populated urban and peri-urban councils characterised by large revenue bases but high infrastructure and service demands. These councils are involved in significant infrastructure projects and therefore vulnerable to procurement and contract management risks.

South East Queensland councils		
Brisbane City Council	Gold Coast City Council	Ipswich City Council
Logan City Council	Moreton Bay Regional Council	Redland City Council
Sunshine Coast Regional Council	Toowoomba Regional Council	


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