SHIRE OF WOODANILLING

Audit, Risk and Improvement Committee Meeting
Unconfirmed Minutes
21 April 2026

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CONTENTS

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chairperson, Cr Thomson declared the meeting open at 2pm.

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Present:

Cr HR Thomson	Presiding Member
Cr S Vermeulen	Deputy Shire President
Cr R Marshall	
Cr K Stephens	
Cr M Trimming	
Anika Serer	Chief Executive Officer
Ciara Whitmore	Customer Service Officer

Apologies:
Cr I Garstone
Observers:
Nil

3. APOLOGIES

4. APPLICATIONS FOR LEAVE OF ABSENCE

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

6. PUBLIC QUESTION TIME

7. DECLARATIONS OF COUNCILLORS OR OFFICERS INTEREST

8. CONFIRMATION OF PREVIOUS MINUTES

8.1. AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING 16 DECEMBER 2025

COUNCIL DECISION

That the Minutes of the Audit, Risk and Improvement Committee meeting held 16 December 2025 be confirmed as a true and correct record of proceedings without amendment.

COMMITTEE DECISION – ITEM 8.1.AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING 16 DECEMBER 2025
Moved: Cr Marshall
Seconded: Cr Stephens

That the Minutes of the Audit, Risk and Improvement Committee meeting held 16 December 2025 be confirmed as a true and correct record of proceedings without amendment.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming
Against: Nil

9. AUDIT, RISK AND IMPROVEMENT COMMITTEE REPORTS

9.1. RISK MANAGEMENT FRAMEWORK – RISK MANAGEMENT POLICY

File Reference	ADM0019; ADM0149
Date of Report	12 April 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the *Local Government Act 1995.*
Voting Requirement	Simple Majority
Attachments	Attachment 9.1.1 - Draft Policy No. 119 - Risk Management

BRIEF SUMMARY

The purpose of this report is for the Audit, Risk and Improvement Committee (ARIC) to consider a Risk Management Policy for recommendation to Council, as part of Council's Risk Management Framework.

BACKGROUND

Risk management applies to all risk processes and activities undertaken in local government. Risk Management policies contain an organisation's risk management objectives and goals and provide a means for identifying and mitigating existing and potential risks and establishing risk acceptance levels, for those risks that cannot be avoided.

Risk Management policies require biennial review by the Executive Management Team and Council's Audit, Risk and Improvement Committee.

COMMENT

A Risk Management Policy (Policy) is an integral part of a local government's Risk Management Framework and details organisational responsibilities, when risk management is to be applied, and the Risk Assessment and Acceptance criteria against which all organisational risks are to be assessed, allowing for consistency and informed decision making.

The Policy details risk Measures of Consequence (from insignificant to catastrophic) and Measures of Likelihood (from rare to almost certain) to inform a risk rating matrix that categorises the combined Measures into Low, Moderate, High, or Extreme risk rankings. A Risk Acceptance Criteria table describes each risk ranking level and the relevant acceptability and role responsibilities associated with each level. Existing Control Ratings then define how risk controls that exist are measured; that is, in terms of adequacy (Effective, Adequate, or Inadequate) that necessitate different levels of response.

Please see Attachment 9.1.1 *Draft Policy No. 119 - Risk Management* containing further detail for each of the risk management factors described above.

STATUTORY/LEGAL IMPLICATIONS

Regulation 17 of the Local Government (Audit) Regulations 1996 applies

POLICY IMPLICATIONS

This Risk Management Policy will become Council Policy No. 119 if the Officer's Recommendation is adopted.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

PILLAR 3 Civic Leadership

Key Area of Focus

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.
8.2 Resolve the Audit Log findings from regulation 5 & 17 reviews

CONSULTATION/COMMUNICATION

Local Government Insurance Services
Council Briefing Session – 17 February 2026
Chief Executive Officer

RISK MANAGEMENT

Creating a policy that defines roles and responsibilities and risk mitigation across the organisation is integral to Council's ongoing operations.

The risk is considered 'medium' should the recommendation not be supported.

Consequence / Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

1. That the Audit, Risk and Improvement Committee recommends to Council that Policy No. 119 - Risk Management, as presented in Attachment 9.1.1, be endorsed.

COMMITTEE DECISION – ITEM 9.1. RISK MANAGEMENT FRAMEWORK – RISK MANAGEMENT POLICY
Moved: Cr Stephens
Seconded: Cr Marshall

1. That the Audit, Risk and Improvement Committee recommends to Council that Policy No. 119 - Risk Management, as presented in Attachment 9.1.1, be endorsed.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming
Against: Nil

9.2. RISK MANAGEMENT FRAMEWORK – RISK MANAGEMENT PROCEDURES

File Reference	ADM0149
Date of Report	14 April 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the *Local Government Act 1995.*
Voting Requirement	Simple Majority
Attachments	Attachment 9.2.1 - Risk Management Procedures

BRIEF SUMMARY

The purpose of this report is for the Audit, Risk and Improvement Committee (ARIC) to receive the Risk Management Procedures – April 2026, outlining risk related processes and instructions undertaken for the Shire of Woodanilling (Shire).

BACKGROUND

Risk Management Procedures (Procedures) aim to provide an effective governance structure to support risk management throughout the Shire, forming part of the Shire's Risk Management Framework.

The Procedures are operational and, therefore, controlled and reviewed by the Chief Executive Officer (CEO) and Executive Management Team.

COMMENT

These Procedures have been formed using Local Government Insurance Services (LGIS) documentation modified to suit the needs of the Shire of Woodanilling. They are based on a 'Three Lines of Defence' model of risk management:

- First Line of Defence – covers the responsibilities of each operational area in identifying, assessing, managing, monitoring, and reporting risk, and establishes processes and controls for its management.
- Second Line of Defence – is assigned to the Executive Manager Corporate Services who maintains oversight and manages the Risk Management Framework supported by the Executive Management Team (EMT) and includes responsibility for reporting risk management to the CEO, the ARIC, and Council.
- Third Line of Defence – relates to internal audit processes (CEO led), and external audit processes reporting independently to the President and CEO (on annual financial statements only) - the external auditor being appointed by Council on recommendation of the ARIC.

Figure 2 within the Procedures document outlines the governance structure/three lines of defence operating model and Figure 3 outlines the Risk Management process within the Shire.

The document will be reviewed by the CEO and EMT on an at least 18-month basis to ensure processes and information remains current - earlier if there has been a change to the risk or control environment.

For further detailed procedure information, please see Attachment 9.2.1 - *Risk Management Procedures.*

STATUTORY/LEGAL IMPLICATIONS

Regulation 17 of the Local Government (Audit) Regulations 1996 applies.

POLICY IMPLICATIONS

Council Policy No. 119 - Risk Management, if Council adopts Policy No. 119 in this agenda.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

PILLAR 3 Civic Leadership

Key Area of Focus

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.
8.2 Resolve the Audit Log findings from regulation 5 & 17 reviews.

CONSULTATION/COMMUNICATION

LGIS
Chief Executive Officer

RISK MANAGEMENT

A structured risk management process with clearly defined role responsibilities and instructions assists Council and its workforce to manage existing and potential risks on an ongoing basis.

The risk is considered 'medium' should the recommendation not be supported.

Consequence / Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee receive the Risk Management Procedures April 2026, as presented at Attachment 9.2.1.

COMMITTEE DECISION – ITEM 9.2. RISK MANAGEMENT FRAMEWORK – RISK MANAGEMENT PROCEDURES

Moved: Cr Stephens
Seconded: Cr Vermeulen

That the Audit, Risk and Improvement Committee receive the Risk Management Procedures April 2026, as presented at Attachment 9.2.1.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming
Against: Nil

9.3. RISK MANAGEMENT FRAMEWORK - STRATEGIC RISK REGISTER

File Reference	ADM0149
Date of Report	09 March 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the *Local Government Act 1995.*
Voting Requirement	Simple Majority
Attachments	Attachment 9.3.1 – Draft Strategic Risk Register

BRIEF SUMMARY

The purpose of this report is for the Audit, Risk and Improvement Committee (ARIC) to consider a Strategic Risk Register for recommendation to Council, as part of Council's Risk Management Framework.

BACKGROUND

The purpose of a local government Strategic Risk Register is to identify risks negatively impacting a shire's ability to meet its strategic objectives as outlined in its Strategic Community Plan/Corporate Business Plan.

The Strategic Risk Register (Register) is a risk mitigation tool designed to be reviewed, updated, and presented to Council regularly, ensuring continued awareness and consideration of strategic risk by Council, the Chief Executive Officer (CEO) and Executive Management.

The Register operates alongside an operational risk register, the content of which requires the CEO's approval and regular review and updating undertaken by the CEO and Executive Management.

COMMENT

In developing the Register, strategic risks have been placed into the following broadly categorised risk profiles:

- Inadequate Infrastructure
- Statutory and Regulatory Requirements
- Business Disruption/Emergency Management
- Financial Sustainability/Economic Change Vulnerability
- Community Engagement and Expectations
- Workforce

Each risk profile contains the following detail relevant to the particular risk:

1. Relationship to Council's Strategic Community Plan pillars and Corporate Business Plan actions
2. Overview of risk description, potential impact and consequences
3. Potential risk causes and their outcomes
4. Predicted inherent strategic risk level (prior to risk controls being implemented)
5. Key strategic risk controls including type, date to be actioned/reviewed, and considered level of effectiveness
6. Predicted residual strategic risk level (post key risk controls implementation)
7. Risk evaluation (level of risk acceptance)
8. Actions (operational level tasks required to be undertaken to maximise mitigation of strategic risks)

A summary of each risk profile's predicted inherent and residual risk levels, along with a summary of actions to be undertaken within timeframes and by role responsibility, are located in the Dashboard Report of the Register. Detailed individual risk profile information, as described in points 1 to 8 above, follows the Dashboard Report in Attachment 9.3.1 *Draft Strategic Risk Register*.

The Register is a 'living' document that will regularly update as risks change, controls are updated, and actions are undertaken.

STATUTORY/LEGAL IMPLICATIONS
Regulation 17 of the Local Government (Audit) Regulations 1996 applies.

POLICY IMPLICATIONS
Policy 119 – Risk Management (for resolution within this agenda)

FINANCIAL IMPLICATIONS
Nil

STRATEGIC IMPLICATIONS
PILLAR 3 Civic Leadership

Key Area of Focus

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.
8.2 Resolve the Audit Log findings from regulation 5 & 17 reviews.

CONSULTATION/COMMUNICATION
Council Briefing Session – 17 March 2026
Chief Executive Officer

RISK MANAGEMENT
Identifying recognised and potential risks allows for acceptance levels to be established and adhered to, mitigation controls and actions exercised, and regular review undertaken.

The risk is considered 'medium' should the recommendation not be supported.

Consequence / Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS
Simple Majority

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee recommends to Council that the Strategic Risk Register, as presented in Attachment 9.3.1, be endorsed.

COMMITTEE DECISION – ITEM 9.3.RISK MANAGEMENT FRAMEWORK - STRATEGIC RISK REGISTER
Moved: Cr Marshall
Seconded: Cr Trimming

That the Audit, Risk and Improvement Committee recommends to Council that the Strategic Risk Register, as presented in Attachment 9.3.1, be endorsed.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming
Against: Nil

9.4. RISK MANAGEMENT FRAMEWORK – BUSINESS CONTINUITY PLAN

File Reference	ADM0149
Date of Report	13 April 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Judy Stewart – Executive Manager Corporate Services
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the *Local Government Act 1995.*
Voting Requirement	Simple Majority
Attachments	Attachment 9.4.1 Shire of Woodanilling Business Continuity Plan April 2026 - Redacted

BRIEF SUMMARY

The purpose of this report is for the Audit, Risk and Improvement Committee (ARIC) to receive the Business Continuity Plan - April 2026, designed to guide operations following a disruption to normal business activity.

BACKGROUND

The Business Continuity Plan (BCP) is an operational document reviewed by the Chief Executive Officer and Executive Management Team and forms part of Council's Risk Management Framework.

COMMENT

Business Continuity Plans (BCP) provide guidance in challenging situations when operational activity is being, or has been, disrupted (e.g., during/following a disaster). BCPs prioritise time critical business activities, contain contact details for personnel and other key external organisations that may assist the organisation to return to normal business activity as quickly as possible, and include checklists and procedures for personnel to follow.

Councillors are referred to Attachment 9.4.1 *Shire of Woodanilling Business Continuity Plan April 2026* for further content information – personal contact details have been redacted.

It is envisaged that this document will be reviewed on an annual basis along with other Risk Management documentation; particularly, for checking and updating of contact details, where necessary, and to ensure other content is up to date.

STATUTORY/LEGAL IMPLICATIONS

Regulation 17 of the Local Government (Audit) Regulations 1996 applies.

POLICY IMPLICATIONS

Policy No. 119 - Risk Management, if Council adopts Policy No. 119 in this agenda.

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

PILLAR 3 Civic Leadership

Key Area of Focus

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.
8.2 Resolve the Audit Log findings from regulation 5 & 17 reviews

CONSULTATION/COMMUNICATION

Local Government Insurance Services
Chief Executive Officer

RISK MANAGEMENT

A Business Continuity Plan serves to provide guidance when an event disrupts normal business activity, thereby lessening risk across all risk areas.

The risk is considered 'medium' should the recommendation not be supported.

Consequence / Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Simple Majority

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee receive the Business Continuity Plan April 2026, as presented at Attachment 9.4.1.

COMMITTEE DECISION – ITEM 9.4. RISK MANAGEMENT FRAMEWORK – BUSINESS CONTINUITY PLAN

Moved: Cr Vermeulen
Seconded: Cr Marshall

That the Audit, Risk and Improvement Committee receive the Business Continuity Plan April 2026, as presented at Attachment 9.4.1.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming
Against: Nil

9.5. REGULATION 5 AND REGULATION 17 REVIEW UPDATES

File Reference	ADM0063
Date of Report	09 April 2026
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Anika Serer, Chief Executive Officer
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the *Local Government Act 1995.*
Voting Requirement	Simple Majority
Attachments	Attachment 9.5.1 – Regulation 5 and Regulation 17 Recommendations Status Report

BRIEF SUMMARY

The purpose of this report is for the Audit, Risk and Improvement Committee (ARIC) to receive an update on the progress of addressing recommendations made in the 2024 Regulation 5 and Regulation 17 Reports.

BACKGROUND

Previously, in accordance with regulation 5 *Local Government (Financial Management) Regulations 1996*, the CEO was to undertake a review of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every **3 financial years**) and report to the local government the results of those reviews. The Regulation 5 Review was conducted by Hammond Woodhouse Advisory in July 2024.

Also previously, in accordance with regulation 17 *Local Government (Audit) Regulations 1996*, the CEO was required to review the appropriateness and effectiveness of a local government's systems and procedures in relation to risk management; internal control; and legislative compliance not less than once in every **3 financial years.** The Regulation 17 Review was conducted by Hammond Woodhouse Advisory in July 2024.

Recent changes to regulation 17 *Local Government (Audit) Regulations 1996*, now require that the CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to financial management, legislative compliance and risk management not less than once in every **4 financial years.** Regulation 5 *Local Government (Financial Management) Regulations 1996* has been accordingly amended to remove the financial review requirements as this is now covered by Regulation 17.

A status report on the implementation of recommendations made in both 2024 Reviews is attached for the Committee's information.

COMMENT

The attachment provides a table of consolidated recommendations for each Review Report, and status of implementation as at April 2026.

In the Regulation 5 Status Report, there is one item remaining to be actioned from the three recommendations.

In the Regulation 17 Status Report there were 11 recommendations of which 3 are complete, 3 are in progress, and 5 are to be actioned within the next six to nine months.

STATUTORY/LEGAL IMPLICATIONS

LOCAL GOVERNMENT (AUDIT) REGULATIONS 1996 - REG 17

17 . CEO to review certain systems and procedures

(1) The CEO must review the appropriateness and effectiveness of the local government's systems and procedures in relation to the following matters —

(a) financial management;

(b) legislative compliance;

(c) risk management.

(2) Under subregulation (1), the CEO may review any or all of the matters referred to in subregulation (1)(a) to (c) at any time but must review each of those matters not less than once in every 4 financial years.

(3) The CEO must report to the audit, risk and improvement committee the results of each review carried out under subregulation (1).

POLICY IMPLICATIONS

Nil

FINANCIAL IMPLICATIONS

Nil

STRATEGIC IMPLICATIONS

PILLAR 3 Civic Leadership

Key Area of Focus

Good Governance: Upholding ethical standards, clear policies, and sound financial management.

Goal 8: Accountable and compliant governance

8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations.
8.2 Resolve the Audit Log findings from regulation 5 & 17 reviews.

CONSULTATION/COMMUNICATION

Nil

RISK MANAGEMENT

Identifying recognised and potential risks allows for acceptance levels to be established and adhered to, mitigation controls and actions exercised, and regular review undertaken.

The risk is considered 'medium' should the recommendation not be supported.

Consequence / Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost Certain	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS
Simple Majority

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee receives the Regulation 5 and Regulation 17 Recommendations Status Reports as attached.

COMMITTEE DECISION – ITEM 9.5.REGULATION 5 AND REGULATION 17 REVIEW UPDATES
Moved: Vermeulen
Seconded: Marshall

That the Audit, Risk and Improvement Committee receives the Regulation 5 and Regulation 17 Recommendations Status Reports as attached.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Stephens, Cr Marshall, Cr Trimming
Against: Nil

10. CLOSURE OF MEETING

There being no further business to discuss, the Chairperson, Cr Thomson, declared the meeting closed at 2.06pm.

Presiding Member – Councillor Russel Thomson

21 July 2026