



SHIRE *of* **DANDARAGAN**

AGENDA

for

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

to be held at the

**LARGE MEETING ROOM, SHIRE ADMINISTRATION OFFICE,
JURIEN BAY**

on

WEDNESDAY, 23 SEPTEMBER 2026

COMMENCING AT 10.00AM

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2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

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4. REPORTS OF COMMITTEES AND OFFICERS

4.1 STATUTORY COMPLIANCE AUDIT RETURN 2025

Location:	Shire of Dandaragan
Applicant:	N/A
File Reference:	Doc Id: SODR-878193511-12130
Disclosure of Interest:	None
Date:	26 August 2026
Author:	Kristy Dean, Administration & Council Support Officer
Senior Officer:	Rebecca Pink, Executive Manager Corporate Services

PROPOSAL

That the Compliance Audit Return for the period 1 January 2025 to 31 December 2025 be presented to the Audit, Risk and Improvement Committee (ARIC) for endorsement to be presented to Council for adoption.

BACKGROUND

Local governments in Western Australia are required to complete, on an annual basis, a Compliance Audit Return (CAR). The Return is a self-assessment of compliance related to areas of compliance considered high risk, such as:

- Financial interest disclosures;
- Procurement and tendering;
- Delegation and use of delegated power; and
- The recruitment and appointment of the Chief Executive Officer; and
- Integrated planning and reporting.

The 2025 CAR is the first return administered by the Local Government Inspectorate following its establishment on 1 January 2026. Following review by the ARIC and presentation of a report to Council at the next meeting of Council on 24 September 2026, the completed CAR must be submitted to the Local Government Inspector by 30 September 2026. The submission is to include:

- a certified copy of the Compliance Audit Return;
- the relevant section of the Council minutes; and
- any additional information explaining or qualifying the compliance audit.

COMMENT

For the period 1 January 2025 to 31 December 2025, the CAR demonstrates that the Shire achieved the required level of compliance across the areas assessed. Completion of the return involved reviewing the Shire's relevant records, registers, procedures and decision-making processes against the prescribed statutory requirements. The outcome provides assurance that appropriate governance and administrative controls were in place and that the Shire's obligations in relation to financial interest disclosures, procurement and tendering, delegated authority, Chief Executive Officer recruitment and integrated planning and reporting

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were addressed during the reporting period. The CAR also supports transparency and accountability by providing the Audit, Risk and Improvement Committee and Council with a formal opportunity to consider the Shire's compliance performance, identify any matters requiring clarification or improvement, and ensure that follow-up action is undertaken where necessary. Following endorsement by the Audit, Risk and Improvement Committee, the CAR will be presented to Council for adoption before being submitted to the Local Government Inspector together with a certified copy of the return, the relevant Council minutes and any additional explanatory information required. This process will enable the Shire to meet its statutory reporting obligations within the prescribed timeframe and maintain a clear record of its compliance review and approval process

CONSULTATION

- Chief Executive Officer
- Executive Manager Corporate Services
- Human Resources

STATUTORY ENVIRONMENT

Section 7.13(1)(i) of the *Local Government Act 1995* requires local governments to undertake an audit of compliance in the prescribed manner and approved form. Regulation 14 of the *Local Government (Audit) Regulations 1996* requires the Chief Executive Officer to prepare the CAR and provide it to the ARIC for review. Regulation 15 requires the adopted and signed CAR, together with any recommendations, the relevant Council minutes and any additional explanatory or qualifying information, to be provided to the Local Government Inspector. Transitional provisions require the 2025 CAR to be submitted by 30 September 2026.

POLICY IMPLICATIONS

There are no policy implications relevant to this item.

FINANCIAL IMPLICATIONS

There are no financial implications relevant to this item.

STRATEGIC IMPLICATIONS

There are no strategic implications relevant to this item.

ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Compliance Audit Return 2025 (Doc Id: SODR-878193511-12108).

(Marked 4.1)

VOTING REQUIREMENT

Simple majority

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That the Audit, Risk and Improvement Committee endorse the Compliance Audit Return for the period 1 January 2025 to 31 December 2025 and recommend that Council adopt the return.

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4.2 CORPORATE RISK REGISTER

Location:	Shire of Dandaragan
Applicant:	N/A
File Reference:	Doc Id: SODR-878193511-12130
Disclosure of Interest:	None
Date:	21 September 2026
Author:	Brent Bailey, Chief Executive Officer
Senior Officer:	Not applicable

PROPOSAL

The purpose of this report is for the Audit, Risk and Improvement Committee (ARIC) to receive the latest Risk Register Report and note the successful migration of the Shire's corporate risk register into the Skytrust Risk Management System.

BACKGROUND

On 27 June 2024, Council endorsed updates to the Shire's Risk Management Framework and Policy. The Framework requires regular reporting to the ARIC to ensure oversight of corporate risks and to support informed decision-making by Council and Administration.

The previous Risk Register Report was presented to the ARIC in March 2026. Since that time, the Shire has completed the implementation of the Skytrust Risk Management System and migrated the corporate risk register into the platform. This transition provides improved visibility of risk controls, treatment actions, accountability, reporting and review processes across the organisation.

COMMENT

The September 2026 Risk Register Report presents the Shire's current corporate risk profile in accordance with the adopted Risk Management Framework.

The overall risk profile of the organisation remains largely unchanged from that reported to the Committee in March 2026. The assessment of consequence and likelihood across the Shire's risk themes has not identified any material increase in the organisation's exposure and no emerging risks have been assessed as requiring immediate Council intervention.

The most significant development during this reporting period has been the implementation of the Skytrust Risk Management System. The migration has delivered a number of governance and operational improvements, including:

- Centralised management of corporate risks and controls.
- Improved assignment and tracking of risk treatment actions.
- Automated review and reporting workflows.
- Enhanced visibility of risk ownership and accountability.
- Greater alignment between risk management, compliance and continuous improvement activities.

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At the date of this report, the Shire continues to have a small number of risks rated as High, primarily within areas where the potential consequence of an event remains significant despite existing controls. These risks continue to be actively monitored and managed through established operational and governance processes.

Overall, Administration considers the organisation's risk profile to be stable and that current controls remain appropriate for the identified risks.

CONSULTATION

Nil

STATUTORY ENVIRONMENT

Nil

POLICY IMPLICATIONS

The report is consistent with the Shire's Risk Management Framework and Risk Management Policy.

FINANCIAL IMPLICATIONS

There are no financial implications relevant to this item.

STRATEGIC IMPLICATIONS

Effective risk management supports the Shire's commitment to sound governance, organisational resilience, legislative compliance and continuous improvement.

ATTACHMENTS

Circulated with the agenda is the following item relevant to this report:

- Corporate Risk Register Extracts (Doc Id: SODR-2042075298-164309).

(Marked 4.2)

VOTING REQUIREMENT

Simple majority

OFFICER RECOMMENDATION

That the Audit, Risk and Improvement Committee:

- 1. Receive the Risk Register Report for the period ending September 2026.**
- 2. Determine that there are no matters raised in the report that require immediate Council intervention to further mitigate known risks to the Shire of Dandaragan.**

AGENDA FOR ARIC MEETING TO BE HELD MONDAY 23 MARCH 2026**5. CLOSURE OF MEETING**

2025 Compliance Audit Return

Local Government Authority: The Shire of Dandaragan

Local Government Act 1995

s. 2.29

Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?

Response: Yes

s. 3.16

Has the local government reviewed local laws, which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?

Response: N/A

Comments: Last reviewed in 2019

s.3.57

Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?

Response: Yes

s. 3.58(3)

Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the Local Government Act 1995 (unless section 3.58(5) applies)?

Response: Yes

s. 3.58(4)

Where the local government disposed of property under section 3.58(3) of the Local Government Act 1995, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?

Response: N/A

s. 3.59(2)(a)

Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?

Response: N/A

s. 3.59(2)(b)

Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?

Response: N/A

s. 3.59(2)(c)

Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?

Response: N/A

s. 3.59(4)

Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2024?

Response: N/A

s. 3.59(5)

During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?

Response: Yes

s. 5.16 (1)

Were all delegations to committees resolved by absolute majority?

Response: Yes

s. 5.16 (2)

Were all delegations to committees in writing?

Response: Yes

s. 5.17

Were all delegations to committees within the limits specified in section 5.17 of the Local Government Act 1995?

Response: Yes

s. 5.18

Were all delegations to committees recorded in a register of delegations?

Response: Yes

s. 5.36(4) and s. 5.37(3)

Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?

Response: Yes

s. 5.37(2)

Did the CEO inform council of each proposal to employ or dismiss senior employee?

Response: Yes

Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?

Response: N/A

s. 5.39B

Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?

Response: Yes

s. 5.42

Were all delegations to the CEO resolved by an absolute majority?

Response: Yes

Were all delegations to the CEO in writing?

Response: Yes

s. 5.43

Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the Local Government Act 1995?

Response: Yes

s. 5.44(2)

Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?

Response: Yes

s. 5.45(1)(b)

Were all decisions by the Council to amend or revoke a delegation made by absolute majority?

Response: N/A

s. 5.46

Has the CEO kept a register of all delegations made under Division 4 of the Act to the CEO and to employees?

Response: Yes

Were all delegations made under Division 4 of the Act reviewed by the delegator at least once during the 2024/2025 financial year?

Response: Yes

Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?

Response: Yes

s. 5.50

If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on its website outlining the circumstances in relation to payments made to terminated employees?

Response: N/A

If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?

Response: N/A

s. 5.51A

Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government?

Response: Yes

Has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?

Response: Yes

s. 5.67

Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the Local Government Act 1995, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?

Response: Yes

s. 5.68(2)

Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?

Response: Yes

s. 5.69(5)

Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?

Response: N/A

s. 5.70

Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?

Response: N/A

s. 5.71B(5) and (7)

Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the Local Government Act 1995 relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application?

Response: N/A

Was any decision made by the Minister under section 5.71B(6) of the Local Government Act 1995, recorded in the minutes of the council meeting at which the decision was considered?

Response: N/A

s. 5.73

Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the Local Government Act 1995 recorded in the minutes of the meeting at which the disclosures were made?

Response: Yes

s. 5.75

Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?

Response: Yes

s. 5.76

Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?

Response: Yes

s. 5.77

On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?

Response: Yes

s. 5.88

Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995?

Response: Yes

Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28?

Response: Yes

After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the Local Government Act 1995, did the CEO remove from the register all returns relating to that person?

Response: Yes

Have all returns removed from the register in accordance with section 5.88(3) of the Local Government Act 1995 been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?

Response: Yes

s. 5.89A

Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A?

Response: Yes

Did the CEO publish an up-to-date version of the gift register on the local government's website?

Response: Yes

s. 5.90A

Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?

Response: Yes

Comments: Policy 1.15 Attendance at Events was adopted by Council 23 May 2019 and is on our website

s. 5.94

Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?

Response: Yes

s. 5.96

Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, (unless prescribed otherwise)?

Response: Yes

s. 5.96A

Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the Local Government Act 1995?

Response: Yes

s. 5.104

Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct?

Response: Yes

Did the local government adopt additional requirements in addition to the model code of conduct?

Response: Yes

Does it comply with section 5.104(3) and (4) of the Local Government Act 1995?

Response: Yes

Has the CEO published an up-to-date version of the code of conduct for council members, committee members and candidates on the local government's website?

Response: Yes

s. 5.128

Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?

Response: Yes

s. 7.12A(3), (4) and (5)

Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters?

Response: N/A

Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters?

Response: N/A

Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the Local Government Act 1995, did the CEO publish a copy of the report on the local government's official website?

Response: Yes

Local Government (Administration) Regulations 1996

r. 18F

Were the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the Local Government Act 1995?

Response: N/A

r. 19AB

Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?

Response: Yes

r. 19AC

Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?

Response: Yes

r. 19AE

Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?

Response: Yes

r. 19B

Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employee's in salary bands over \$130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?

Response: Yes

r. 19C

Has the local government adopted by absolute majority a strategic community plan?

Response: Yes

Adoption date or the date of the most recent review: 22/08/2024

r. 19DA

Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4)?

Response: N/A

Comments: Yes, it was last reviewed on 22 August 2024.

Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) & (3)?

Response: Yes

r. 22

No response required. This is covered by s5.75.

r. 23

No response required. This is covered by s5.76.

r. 28

No response required. This is covered by s5.88(1).

r. 28A

No response required. This is covered by s5.89A(1).

r. 29

No response required. This is covered by s5.94.

r. 29C

Does the local government publish all prescribed information on its official website— including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices—within the specified timeframes and in accordance with legislative requirements?

Response: Yes

r. 35

Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?

Response: Yes

r. 36

Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member:

- has completed an approved course within the specified 5-year period prior to election, or
- completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or
- qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?

Response: N/A

Local Government (Audit) Regulations 1996

r. 10

Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?

Response: Yes

r. 17

Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025?

Response: N/A

Comments: Yes, and the date of council's resolution to accept the report was 27 June 2024.

Local Government (Constitution) Regulations 1998

r. 11FA

Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?

Response: Yes

r. 13

Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?

Response: Yes

Local Government (Elections) Regulations 1997

r. 30G

Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?

Response: Yes

Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997?

Response: N/A

Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?

Response: Yes

Local Government (Financial Management) Regulations 1996

r. 5

Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?

Response: Yes

r. 6

Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?

Response: Yes

r. 7

Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?

Response: Yes

r. 8

Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?

Response: Yes

r. 9

Did the local government keep separate financial records for each trading undertaking and each major land transaction?

Response: N/A

r. 11

Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?

Response: Yes

r. 12

Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?

Response: Yes

r. 13

Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes?

- includes the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or
- includes the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval.

Response: Yes

r. 13A

Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?

Response: Yes

r. 19

Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?

Response: Yes

r. 19C

Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?

Response: Yes

Local Government (Functions and General) Regulations 1996

r. 7

No response required. This is covered by s3.59(2).

r. 9

No response required. This is covered by s3.59(2).

r. 10

No response required. This is covered by s3.59(2).

r. 11A

Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, \$250,000 or less or worth \$250,000 or less?

Response: Yes

r. 11

No response required. This is covered by s3.57.

r. 12

Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?

Response: N/A

r. 14(1), (3) and (5)

If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?

Response: Yes

r. 15

Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?

Response: Yes

r. 16

No response required. This is covered by r. 15.

r. 17

Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?

Response: Yes

r. 18(1) and (4)

Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender?

Response: Yes

Comments: 01/2026 Cervantes Changeroom Upgrade project.

Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?

Response: Yes

r. 19

Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?

Response: Yes

r. 21

Does the local government's advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?

Response: Yes

r. 22

No response required. This is covered by r. 21.

r. 23

Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice?

Response: N/A

Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?

Response: N/A

r. 24

Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?

Response: Yes

r. 24AD(2), (4) and (6)

Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE?

Response: Yes

If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?

Response: N/A

r. 24AE

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AF

No response required. This is covered by r. 24AD(2), (4) and (6).

r. 24AG

Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?

Response: Yes

r. 24AH(1) and (3)

Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications?

Response: Yes

Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?

Response: Yes

r. 24AI

Did the CEO send each applicant written notice advising them of the outcome of their application?

Response: Yes

r. 24E

Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?

Response: Yes

r. 24F

No response required. This is covered by r. 24E.

I certify this is a true and accurate copy of the 2025 Compliance Audit Return, as adopted by Council at the meeting of _____ 2026.

CEO

Date

Mayor or President

Date

ID:	Risk - 393856
Risk Title or Work Activity:	Asset Sustainability Practices
Risk Description:	Failure or reduction in the condition, performance, availability or lifecycle management of Shire infrastructure assets, plant, fleet, buildings and equipment due to inadequate planning, maintenance, funding, design or renewal practices, resulting in service disruption, increased costs, safety impacts and reduced community outcomes.
Responsible Person:	Bradley Pepper
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Assets & Infrastructure
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Failure of critical infrastructure assets. Premature asset deterioration. Unplanned asset outages. Insufficient renewal funding. Major plant or fleet failure. Asset inspection programs not completed. Asset defects not identified or treated.
Possible Consequences:	Interruption to community services. Increased maintenance and renewal costs. Injury to staff or members of the public. Failure to achieve service levels. Regulatory or insurance issues. Reputational damage to the Shire. Loss of community confidence.
Initial Risk Score:	17 (High) - 68.00%
Initial Risk Comments:	Initial corporate risk migrated from the August 2026 Corporate Risk Register. Risk relates to the failure or reduction of infrastructure assets through their lifecycle. Existing controls assessed as Adequate. Strategic oversight required to ensure asset maintenance, inspection and renewal programs remain effective.
Residual Risk Score:	9 (Medium) - 36.00%
Residual Risk Comments:	The Shire has established asset management, maintenance, inspection and lifecycle planning processes that significantly reduce the likelihood of asset failure. Residual risk remains due to ageing infrastructure, long-term funding pressures and the need to further mature preventative maintenance programs across several asset classes. Priority improvement actions include continued use of Skytrust for inspections, implementation of building and airport inspection programs, review of heritage assets and ongoing development of marine asset maintenance programs.
Other Requirements/Comments:	Current treatments include development of building inspection checklists, airport inspection processes, increased use of Skytrust for asset inspections, municipal heritage inventory review and implementation of a marine asset inspection program
Current:	Yes

Risk Controls

Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Routine maintenance program for roads, bridges, drainage, footpaths, airport infrastructure and marine assets. Annual operational budgets, inspection programs and customer requests drive cyclical maintenance activities undertaken by trained and experienced staff.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)
Routine maintenance program for buildings including reactive repairs, programmed inspections and annual budget allocations.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date

Documents		
Date Added	Document Name	Document Details

Saved PDF Versions			
Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393860
Risk Title or Work Activity:	Business and Community Disruption
Risk Description:	Failure to adequately prepare for, respond to and recover from events that disrupt Shire operations or the local community, resulting in interruption to critical services, reduced organisational capability, community impacts and reputational damage.
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Service Delivery
Department:	CEO Corporate & Community Services
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Natural disasters (bushfire, storm, flood) Pandemic or epidemic events Extended utility outages Loss of critical suppliers Loss of key personnel Failure of emergency response arrangements Failure of business continuity plans Civil disturbance, terrorism or criminal activity Significant fuel supply disruption
Possible Consequences:	Prolonged interruption to Shire services Reduced capability to respond to emergencies Financial losses and recovery costs Community hardship and dissatisfaction Regulatory or compliance failures Injury or harm to staff and community members Reputational damage to the Shire Delays to critical infrastructure or operational activities
Initial Risk Score:	21 (High) - 84.00%
Initial Risk Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register. Risk relates to events that may disrupt the delivery of services or impact the wider community. Existing controls include Emergency Management Arrangements, Business Continuity Planning, Local Emergency Management Committee processes and supplier monitoring activities. Overall control effectiveness assessed as Adequate
Residual Risk Score:	14 (Medium) - 56.00%
Residual Risk Comments:	Emergency management, business continuity and recovery arrangements provide a strong control environment. Residual risk remains because major emergencies, critical supplier failures and extended utility outages cannot be fully prevented. Priority actions include maintaining current emergency management arrangements, continuous review of business continuity planning, strengthening ICT governance documentation and ongoing monitoring of critical fuel and service supply chains.
Other Requirements/Comments:	
Current:	Yes

Risk Controls						
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness	
Local Emergency Management Arrangements and Recovery Plans are maintained, reviewed and implemented to support emergency preparedness and recovery activities.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)	
9 (Medium) - 36.00%						
Local Emergency Management Committee meetings are conducted regularly to coordinate preparedness, response and recovery activities across agencies.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)	
9 (Medium) - 36.00%						
Business Continuity Framework is maintained to support continuation of critical business functions during periods of disruption.	Brent Bailey	31/12/2026	10/09/2026		Moderate reduction in risk	
10 (Medium) - 40.00%						
Firebreak inspections, fuel load management and Bushfire Risk Management Plan implementation reduce bushfire risk across the district.	Brent Bailey	31/12/2026	10/09/2026		Major reduction in risk	
18 (High) - 72.00%						
Fire Warden appointments, training and emergency preparedness activities support incident response capability.	Brent Bailey	31/12/2026	10/09/2026		INEFFECTIVE (Designed Partially Adequately; Operating Ineffectively)	
13 (Medium) - 52.00%						
Emergency incident debriefing processes identify lessons learned and continuous improvement opportunities following major incidents and emergencies.	Brent Bailey	31/12/2026	10/09/2026		Moderate reduction in risk	
13 (Medium) - 52.00%						
Monitoring of critical suppliers and fuel availability supports continuity of operations during periods of market disruption or supply shortages.	Brent Bailey	31/12/2026	10/09/2026			
18 (High) - 72.00%						

Actions								
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date	

Corporate Risk Register	Update Business Continuity Plan with latest staff information, role alignment and document the significant changes made to our IT network.	Six Months	Lauren Miles		%	New	09/03/2027
Corporate Risk Register	Monitor fuel supply levels and supplier capacity.	Six Months	Bodie Buckby		%	New	09/03/2027
Corporate Risk Register	Commission Avantguard to establish IT policies that are expected by the Auditor General when resources are available.	Six Months	Bradley Pepper		%	New	09/03/2027

Documents		
Date Added	Document Name	Document Details

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Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393863
Risk Title or Work Activity:	Community Engagement
Risk Description:	Failure to maintain effective relationships, communication and engagement with the community, elected members, stakeholder groups, government agencies, industry and the media, resulting in poor decision-making, reduced public confidence, stakeholder dissatisfaction and reputational impacts to the Shire.
Responsible Person:	Rebecca Pink
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Service Delivery
Department:	CEO Corporate & Community Services
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Community consultation is inadequate or ineffective. Stakeholder expectations are not appropriately managed. Complaints or concerns are not addressed appropriately. Poor communication of Shire projects, services or decisions. Breakdown in relationships with community groups or partner agencies. Misinformation or inaccurate information is circulated publicly. Community opposition delays projects or strategic initiatives.
Possible Consequences:	Loss of community trust and confidence. Reputational damage to the Shire. Increased public complaints and conflict. Reduced participation in consultation processes. Delays to strategic projects and initiatives. Poor community outcomes due to limited stakeholder input. Negative media coverage
Initial Risk Score:	12 (Medium) - 48.00%
Initial Risk Comments:	Existing controls include the Community Engagement Policy, community forums, customer service processes, public communication channels, social media governance and support for community organisations. Overall control effectiveness assessed as Adequate. Current residual risk assessed as Low
Residual Risk Score:	4 (Low) - 16.00%
Residual Risk Comments:	The Shire maintains strong relationships with stakeholders through consultation processes, advisory groups, public communications and community partnerships. Residual risk remains due to changing community expectations, increasing social media influence and the potential for misinformation or stakeholder dissatisfaction. Priority actions include review of social media governance arrangements, strengthening communication procedures and ensuring community engagement practices remain contemporary and consistent.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls

Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Community Engagement Policy and associated engagement frameworks provide guidance on consultation methods and stakeholder participation for projects, strategies and Council decision-making processes	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
Community-based committees, working groups, forums and workshops are used to gather stakeholder input and facilitate collaboration on projects and community initiatives.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
Customer Service Charter establishes service expectations and supports consistent communication and engagement with community members	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
Public notices, website communications, local media and social media channels are utilised to provide information to the community and improve awareness of Shire activities and decisions.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Adequately; Operating Partially Effectively)
Social media governance procedures provide guidance for content creation, posting approval and online engagement with the community.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Adequately; Operating Partially Effectively)
Support programs, partnerships and regular engagement with community organisations assist in developing strong working relationships and supporting local initiatives.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Complete the review of the Social Media Posting Map to provide consistent and effective communications on electronic media platforms.	Six Months	Rebecca Pink		%	New	08/03/2027

Documents		
Date Added	Document Name	Document Details

Saved PDF Versions

Date Saved	Saved By	Revision	PDF Document
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ID:	Risk - 393865
Risk Title or Work Activity:	Compliance
Risk Description:	Failure to identify, interpret, implement, monitor and communicate legislative, regulatory and policy obligations, resulting in statutory breaches, penalties, enforcement action, service disruption, adverse audit findings and reputational damage
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Governance, Legal & Compliance
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Legislative or regulatory obligations are not identified. Statutory deadlines are missed. Policies, local laws or procedures become outdated. Tender and procurement requirements are not followed. Freedom of Information requests are processed incorrectly. Waste facility licence conditions are breached. Compliance registers are incomplete or inaccurate. Staff are unaware of regulatory obligations. Legislative changes are not incorporated into business practices.
Possible Consequences:	Breach of legislation or regulations. Regulatory investigation or enforcement action. Financial penalties or legal costs. Adverse audit findings. Invalid Council or administrative decisions. Increased supervision or reporting requirements from regulators. Service delivery disruption. Loss of public confidence and reputational damage
Initial Risk Score:	17 (High) - 68.00%
Initial Risk Comments:	The risk relates to maintaining compliance with legislative, regulatory and governance obligations across all Shire functions. Existing controls are assessed as Adequate, with ongoing monitoring undertaken through audit, governance and compliance management processes
Residual Risk Score:	8 (Medium) - 32.00%
Residual Risk Comments:	Governance, audit, compliance and procurement frameworks provide a sound compliance environment. Residual risk remains because regulatory requirements continue to evolve and compliance obligations span all business functions. Priority actions include delivery of Freedom of Information training, procurement training, ongoing review of compliance registers and regular assessment of legislative obligations across the organisation.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls

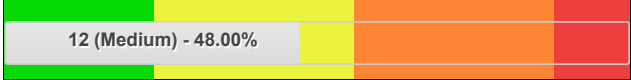
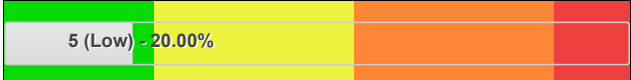
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Audit, Risk and Improvement Committee provides governance oversight, monitors compliance obligations, reviews audit findings and recommends system improvements.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Adequately; Operating Partially Effectively)
Compliance Calendar identifies key legislative, regulatory and reporting obligations and assists management in meeting statutory deadlines.	Brent Bailey	31/12/2026	09/09/2026		INEFFECTIVE (Designed Inadequately; Operating Ineffectively)
Annual external audits provide independent assessment of financial management, governance processes and compliance obligations.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
Financial Management Reviews assess compliance with legislative and financial management requirements and identify opportunities for improvement.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
Annual Compliance Audit Return process monitors compliance against prescribed legislative requirements and supports corrective action where required.	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk
Councillor and employee induction programs provide awareness of legislative obligations, governance requirements and organisational policies.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
Disability Access and Inclusion Plan establishes a framework to support legislative compliance and equitable access to Shire services and facilities.	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk
Purchasing, tendering and procurement procedures establish governance controls for procurement activities and legislative compliance.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk

Waste facility licensing and environmental compliance monitoring assists in meeting regulatory obligations associated with waste management operations.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
13 (Medium) - 52.00%					
Periodic legislative and governance reviews assess compliance frameworks and identify opportunities for continuous improvement.	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk
8 (Medium) - 32.00%					
Freedom of Information processes and training support compliance with statutory information access requirements.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)
8 (Medium) - 32.00%					

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Identify staff requiring training in procurement and tendering and organise training.	Six Months	Lauren Miles		%	New	08/03/2027
Corporate Risk Register	Develop a process to guide the utilisation of the Fines Enforcement Registry.	Six Months	Bodie Buckby		%	New	08/03/2027
Corporate Risk Register	Identify key staff involved in the FOI process and arrange training to increase knowledge of process awareness.	Six Months	Lauren Miles		%	New	08/03/2027

Documents		
Date Added	Document Name	Document Details

Saved PDF Versions			
Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393866
Risk Title or Work Activity:	Document Management
Risk Description:	Failure to adequately capture, store, secure, archive, retrieve, provide or dispose of physical and electronic records, resulting in loss of information, non-compliance with recordkeeping obligations, reduced operational efficiency, inability to support decision-making and reputational damage.
Responsible Person:	Rebecca Pink
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Governance, Legal & Compliance
Department:	Administration Corporate & Community Services
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Records are not captured or stored correctly. Important documents are lost, damaged or corrupted. Records cannot be located when required. Records are disposed of incorrectly. Access permissions are inadequate or inappropriate. Website records are not maintained in accordance with legislative requirements. Electronic recordkeeping systems become unavailable. Staff do not follow recordkeeping procedures. Archived records cannot be retrieved efficiently.
Possible Consequences:	Legislative or regulatory non-compliance. Loss of corporate knowledge and information. Inability to respond to legal, audit or Freedom of Information requests. Operational inefficiencies and delays. Increased costs associated with document recovery or reconstruction. Reputational damage. Loss of public confidence. Business continuity impacts following a disaster or system failure.
Initial Risk Score:	
Initial Risk Comments:	The risk relates to the management, security, retention and accessibility of corporate records and documentation. Existing controls are assessed as Adequate, however opportunities remain to strengthen recordkeeping training, website governance processes and archiving procedures.
Residual Risk Score:	
Residual Risk Comments:	Electronic records systems, disaster recovery arrangements and information security controls provide a reasonable level of assurance. Residual risk remains due to inconsistent recordkeeping practices, increasing reliance on electronic systems and gaps in staff training and procedural documentation. Priority actions include website governance procedures, records management training and development of archive management procedures
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Electronic Records Management System provides a centralised platform for capturing, storing, retrieving and managing corporate records in accordance with recordkeeping requirements	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)
	9 (Medium) - 36.00%				
Records Disaster Recovery Plan provides guidance for protecting, recovering and restoring records following emergency events, disasters or system failures.	Brent Bailey	31/12/2026	09/09/2026		Major reduction in risk
	9 (Medium) - 36.00%				
Website content governance arrangements support compliance with legislative requirements and ensure public information published on the Shire website is appropriately managed.	Kristy Dean	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
	8 (Medium) - 32.00%				
Document security measures including electronic permissions, system access controls and information management practices protect sensitive and confidential records.	Rebecca Pink	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
	13 (Medium) - 52.00%				
Ongoing document management training and education supports staff awareness of recordkeeping obligations, information management requirements and best practice procedures.	Brent Bailey	31/12/2026	09/09/2026		INEFFECTIVE (Designed Partially Adequately; Operating Ineffectively)
	13 (Medium) - 52.00%				
Archive storage facilities and associated record retention practices support the secure storage, preservation and retrieval of historical records.	Brent Bailey	31/12/2026	09/09/2026		INEFFECTIVE (Designed Inadequately; Operating Ineffectively)
	12 (Medium) - 48.00%				

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Develop procedures and checklist for website content management to ensure compliance with legislation. Website currently being updated.	Six Months	Rebecca Pink		%	New	08/03/2027
Corporate Risk Register	Develop and deliver document management training for records officer and periodic records management refresher training for other staff.	Six Months	Rebecca Pink		%	New	08/03/2027

Corporate Risk Register	Develop an archive storage facility procedure. Disposal authority update required, external consultants currently assisting.	Six Months	Kate Hepp		%	New	08/03/2027
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Documents		
Date Added	Document Name	Document Details

Saved PDF Versions			
Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393868
Risk Title or Work Activity:	Employment Practices
Risk Description:	Failure to effectively attract, retain, develop, support and manage employees, resulting in workforce capability gaps, reduced organisational performance, non-compliance with employment obligations, workplace conflict, safety impacts and inability to deliver services to the community.
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	People & Culture
Department:	Administration CEO Corporate & Community Services
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Inability to attract or retain suitably qualified employees. Workforce planning deficiencies. Poor performance management practices. Workplace bullying, harassment or discrimination claims. Insufficient training and professional development. Critical staff vacancies remain unfilled. Staff housing shortages impacting recruitment and retention. Leadership and succession planning failures. Employee wellbeing issues affecting productivity and performance. Non-compliance with employment legislation or industrial obligations
Possible Consequences:	Reduced organisational capability and service delivery. Increased employee turnover and recruitment costs. Loss of corporate knowledge and experience. Workplace disputes and legal claims. Reduced employee engagement and morale. Difficulty achieving strategic objectives. Increased workload pressures on existing employees. Reputational damage as an employer. WHS and psychosocial hazard impacts.
Initial Risk Score:	17 (High) - 68.00%
Initial Risk Comments:	This risk relates to the Shire's ability to effectively manage workforce capability, employee wellbeing, performance, succession planning and organisational culture. Existing controls are assessed as Adequate, with ongoing improvement initiatives focused on workforce planning, employee development, housing availability and contemporary workplace risk management.
Residual Risk Score:	9 (Medium) - 36.00%

Residual Risk Comments:	Human resource management systems, workforce planning initiatives and employee support programs contribute positively to workforce capability and organisational culture. Residual risk remains due to regional workforce shortages, housing constraints, succession planning challenges and emerging psychosocial hazard requirements. Priority actions include implementation of workforce planning initiatives, employee wellbeing programs, housing strategy development and ongoing psychosocial risk management training.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Human Resources framework comprising employment policies, procedures and management practices supporting recruitment, employment conditions, performance management and employee relations	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
5 (Low) - 20.00%					
Employee Assistance Program (EAP) provides access to confidential counselling and wellbeing support services for employees experiencing workplace or personal challenges.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
5 (Low) - 20.00%					
Recruitment and selection processes provide structured and transparent mechanisms for attracting and appointing suitably qualified employees.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
13 (Medium) - 52.00%					
Staff training, professional development and education programs support workforce capability, competency development and succession planning.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
13 (Medium) - 52.00%					
Employee performance review processes monitor employee performance, identify development opportunities and support organisational accountability.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVEÂ (Designed Partially Adequately; Operating Partially Effectively)
13 (Medium) - 52.00%					
Probation and onboarding processes support the successful integration of new employees and enable early assessment of suitability and performance.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
8 (Medium) - 32.00%					
Exit interview and employee separation processes assist the organisation to identify workforce trends, retention issues and opportunities for improvement	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Develop a Housing Strategy to guide how the Shire can assist with housing shortage and availability for staff.	Six Months	Alex MacKenzie		%	New	08/03/2027
Corporate Risk Register	Coordinate training for contemporary workplace risks - psychosocial hazards, difficult customers.	Six Months	Lauren Miles		%	New	08/03/2027

Saved PDF Versions			
Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393871
Risk Title or Work Activity:	Environment
Risk Description:	Failure to effectively prevent, identify, manage and respond to environmental impacts, regulatory obligations and land use pressures, resulting in environmental degradation, regulatory non-compliance, reduced community amenity, financial liabilities and reputational damage.
Responsible Person:	Alex MacKenzie
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Environment
Department:	Development Services Infrastructure
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Environmental approvals or licence conditions are breached. Coastal erosion or inundation impacts public assets and infrastructure. Contaminated sites are not identified or appropriately managed. Landfill operations fail to meet regulatory requirements. Illegal dumping, clearing or unauthorised development occurs. Environmental incidents are not reported or addressed appropriately. Bushfire mitigation activities are not undertaken. Environmental planning controls are ineffective. Competing land uses adversely impact environmental values.
Possible Consequences:	Environmental degradation or habitat loss. Financial penalties and enforcement action. Remediation and clean-up costs. Loss of community confidence. Adverse media attention. Damage to coastal assets and infrastructure. Increased risk to public safety. Reduced tourism and economic impacts. Long-term impacts on environmental sustainability.
Initial Risk Score:	20 (High) - 80.00%
Initial Risk Comments:	This risk relates to environmental management, statutory compliance, waste management, coastal adaptation, bushfire mitigation and land use planning across the Shire. Existing controls are assessed as Adequate, however ongoing management attention remains necessary due to the broad environmental exposure and potential regulatory consequences. The effectiveness of controls for Environmental Risks is influenced by external factors including environmental conditions, regulatory changes, funding availability and community behaviour. The control reduces risk but cannot completely eliminate environmental impacts
Residual Risk Score:	9 (Medium) - 36.00%

Residual Risk Comments:	Planning controls, environmental compliance processes, waste management systems and bushfire mitigation activities provide a reasonable level of environmental risk management. Residual risk remains due to coastal change, environmental regulation, landfill compliance obligations and external environmental factors outside the Shire's direct control. Priority actions include landfill licensing improvements, coastal adaptation planning, implementation of environmental management initiatives and continued review of planning frameworks
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Environmental management compliance framework incorporated through the Local Planning Framework and strategic planning processes to guide land use, development and environmental outcomes.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
					14 (Medium) - 56.00%
Environmental compliance monitoring and enforcement processes investigate complaints and address unlawful development, land clearing, contamination and environmental impacts.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
					13 (Medium) - 52.00%
Landfill and waste facility management systems, licensing requirements and operational oversight support compliance with environmental obligations and waste management standards.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
					17 (High) - 68.00%
Partnerships with environmental, conservation and landcare groups support environmental stewardship, community participation and environmental improvement initiatives.	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk
					13 (Medium) - 52.00%
Street litter collection and waste management activities reduce environmental impacts and maintain community amenity standards.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
					8 (Medium) - 32.00%
Herbicide management procedures, Safety Data Sheets and Safe Work Method Statements provide guidance for chemical storage, handling and environmental risk mitigation.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
					13 (Medium) - 52.00%
Coastal Hazard Risk Management and Adaptation Planning provides long-term planning and adaptation strategies to manage coastal erosion and inundation risks.	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Ensure that waste facility licenses are up to date and complied with. Develop policies and procedures to support the operations of landfill and waste sites within the Shire.	Six Months	Eilish Collinson		%	New	08/03/202
Corporate Risk Register	Complete LPF Review (Local Planning Scheme and Policy review)	Six Months	Alex MacKenzie		%	New	08/03/202
Corporate Risk Register	Coastal Tracks Masterplan Implementation	Six Months	Alex MacKenzie		%	New	08/03/202

Saved PDF Versions			
Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393880
Risk Title or Work Activity:	Management of Facilities, Venues and Events
Risk Description:	Failure to effectively manage the operation, maintenance, booking, safety and compliance requirements of Shire facilities, venues and events, resulting in service disruption, safety incidents, reduced community satisfaction, financial loss and reputational damage.
Responsible Person:	Alex MacKenzie
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Assets & Infrastructure
Department:	Development Services
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Facilities become unavailable or unsuitable for community use. Venue booking conflicts occur. Public events are inadequately planned or supervised. Safety risks are not identified or controlled. Public infrastructure defects are not detected. Lease obligations are not monitored or enforced. Insurance requirements are not maintained. Contractors or user groups fail to comply with conditions of use. Major assets such as jetties, pontoons or recreation infrastructure deteriorate without intervention
Possible Consequences:	Injury to staff, volunteers or members of the public. Service interruptions and event cancellations. Increased maintenance and repair costs. Asset damage or accelerated deterioration. Insurance claims and liability exposure. Breach of lease or contractual obligations. Reduced community confidence and facility usage. Reputational damage to the Shire.
Initial Risk Score:	17 (High) - 68.00%
Initial Risk Comments:	This risk relates to the safe and effective management of Shire facilities, venues, public assets and events. Existing controls are assessed as Adequate and include booking systems, event management processes, insurance arrangements, lease management and inspection programs for high-risk public assets.
Residual Risk Score:	9 (Medium) - 36.00%
Residual Risk Comments:	Booking systems, facility management processes, lease arrangements and infrastructure inspection programs provide an effective foundation for facility and event management. Residual risk remains due to the public nature of facilities, ageing infrastructure, reliance on third-party users and the potential for unforeseen incidents during events. Priority actions include ongoing monitoring of high-risk public assets, continued condition assessments and implementation of identified infrastructure risk treatments.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls						
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness	
Online booking and facility reservation systems are utilised to manage facility availability, avoid booking conflicts and support efficient facility administration.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)	
Event approval and management processes require event organisers to provide relevant information regarding activities, safety considerations, approvals and operational requirements prior to approval.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)	
Internal event planning and project management processes require staff to identify event risks, allocate responsibilities and implement mitigation measures prior to delivery of Council-led events.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)	
Insurance coverage is maintained to provide financial protection against liability, asset damage and other insurable losses associated with facilities and events.	Brent Bailey	31/12/2026	09/09/2026		Major reduction in risk	
Inspection, condition assessment and risk management programs are maintained for high-risk public infrastructure including marine assets, jetties, pontoons and recreation facilities.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk	
Lease agreements, lease registers and facility management arrangements establish responsibilities, maintenance obligations and conditions of use for Shire facilities occupied by third parties.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk	

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Develop a standard building inspection checklist to ensure annual works are budgeted and completed.	Six Months	Stephen Robertson		%	New	09/03/2027
Corporate Risk Register	Complete the review of the Municipal Heritage Inventory	Six Months	Alex MacKenzie		%	New	09/03/2027

Corporate Risk Register	Develop a standard airport inspection checklist to ensure all items are checked and documented on a regular basis.	Six Months	Bodie Buckby		%	New	09/03/2027
Corporate Risk Register	Implement a marine asset inspection and preventative maintenance program.	Six Months	Bodie Buckby		%	New	09/03/2027

Documents		
Date Added	Document Name	Document Details

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ID:	Risk - 393883
Risk Title or Work Activity:	IT, Communication Systems and Infrastructure
Risk Description:	Failure, disruption, degradation or compromise of information technology systems, communication networks and supporting infrastructure, resulting in an inability to deliver critical business functions, loss of information, cyber security incidents, service disruption and reputational damage.
Responsible Person:	Bradley Pepper
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Information Technology
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Cyber security incident or ransomware attack. Critical system outage. Failure of internet or communications infrastructure. Data loss or corruption. Hardware or software failure. Failure of external IT service providers. Loss of system access due to authentication or licensing issues. Power outages affecting ICT availability. Disaster recovery arrangements prove ineffective. Unauthorised access to systems or information.
Possible Consequences:	Inability to deliver critical Shire services. Operational disruption and reduced productivity. Loss of business continuity. Financial losses and recovery costs. Data breaches and privacy impacts. Regulatory and audit findings. Loss of community confidence. Reputational damage. Reduced emergency response capability during major incidents.
Initial Risk Score:	20 (High) - 80.00%
Initial Risk Comments:	This risk relates to the stability, security and resilience of the Shire's information technology environment including network infrastructure, cloud services, communications systems and external ICT service providers. Existing controls are assessed as Adequate, with ongoing improvement initiatives focused on cyber security, Essential 8 implementation, disaster recovery planning and business continuity capability.
Residual Risk Score:	13 (Medium) - 52.00%
Residual Risk Comments:	Significant improvements have been made to ICT security, infrastructure resilience and managed service provider arrangements. Residual risk remains due to the rapidly evolving cyber threat landscape, dependence on technology for critical business operations and reliance on external ICT providers. Priority actions include completion of ICT disaster recovery planning, continued implementation of Essential 8 controls, development of ICT governance documentation and ongoing network security improvements.

Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Information technology security protocols, access controls, infrastructure management and cyber security measures are implemented to protect ICT systems, data and network resources.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
9 (Medium) - 36.00%					
Automated data backup systems and cloud-hosted services provide resilience against accidental data loss, infrastructure failure and business interruption.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
13 (Medium) - 52.00%					
External IT service provider arrangements provide specialist technical support, system maintenance, monitoring and incident response capabilities.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
13 (Medium) - 52.00%					
Communications infrastructure including internet connectivity, telecommunications systems and supporting technology services provide operational communication capability across the organisation.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
8 (Medium) - 32.00%					
ICT disaster recovery planning establishes frameworks and procedures for system restoration and recovery following significant ICT incidents or outages.	Brent Bailey	31/12/2026	09/09/2026		INEFFECTIVE (Designed Partially Adequately; Operating Ineffectively)
17 (High) - 68.00%					
System performance monitoring by ICT providers assists in identifying faults, capacity issues and emerging infrastructure concerns before service impacts occur.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
8 (Medium) - 32.00%					
Backup power arrangements and contingency planning assist in maintaining essential services during power interruptions and utility disruptions.	Brent Bailey	31/12/2026	09/09/2026		INEFFECTIVE (Designed Inadequately; Operating Ineffectively)
13 (Medium) - 52.00%					

Actions

Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Instruct IT providers to complete an IT Disaster Recovery Plan	Six Months	Bradley Pepper		%	New	08/03/2027
Corporate Risk Register	Ensure completion of Essential 8 Implementation with Avantgarde	Six Months	Bradley Pepper		%	New	08/03/2027

Documents		
Date Added	Document Name	Document Details

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Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393893
Risk Title or Work Activity:	Misconduct
Risk Description:	Failure to prevent, detect and appropriately respond to employee misconduct, unethical behaviour, breaches of delegations, conflicts of interest or misuse of Shire resources, resulting in financial loss, regulatory breaches, reputational damage and reduced community confidence.
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	People & Culture
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Breach of Code of Conduct requirements. Unauthorised exercise of delegated authority. Inappropriate use of Shire assets, equipment or information. Theft or misappropriation of resources. Conflicts of interest not disclosed. Procurement processes deliberately circumvented. Confidential information inappropriately disclosed. Working With Children Check requirements overlooked. Fraudulent or unethical conduct by employees.
Possible Consequences:	Financial loss. Regulatory investigation or sanctions. Reputational damage. Loss of public confidence. Employment disputes and disciplinary action. Adverse audit findings. Reduced organisational integrity and culture. Legal proceedings and associated costs.
Initial Risk Score:	12 (Medium) - 48.00%
Initial Risk Comments:	This risk relates to employee conduct, governance, compliance with delegated authority and the protection of Council resources and information. Existing controls are assessed as Adequate, however improvements remain necessary in relation to Working With Children Check processes and stock control arrangements.
Residual Risk Score:	5 (Low) - 20.00%
Residual Risk Comments:	Existing governance frameworks, delegations, procurement controls, financial controls and employee conduct requirements provide reasonable mitigation against misconduct risks. Residual risk remains because deliberate misconduct, conflicts of interest and inappropriate behaviour cannot be completely eliminated through policy controls. Priority actions include implementation of Working With Children Check procedures, improved stock control arrangements and ongoing governance awareness across the organisation.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Employee induction processes include provision of the Code of Conduct and communication of expected standards of ethical behaviour, accountability and compliance obligations.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
					9 (Medium) - 36.00%
Information technology access controls, authentication requirements and user permissions restrict unauthorised access to systems, information and electronic resources.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
					9 (Medium) - 36.00%
Segregation of duties within financial and operational processes reduces the likelihood of unauthorised transactions, fraud and inappropriate decision-making.	Brent Bailey	31/12/2026	10/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
					8 (Medium) - 32.00%
Delegations and authorisation controls establish clear decision-making authority and accountability for expenditure, approvals and statutory functions.	Brent Bailey	31/12/2026	10/09/2026		PARTIALLY EFFECTIVEÂ (Designed Adequately; Operating Partially Effectively)
					5 (Low) - 20.00%
Cash handling procedures, reconciliations and financial controls reduce opportunities for theft, fraud and misuse of Council funds.	Brent Bailey	31/12/2026	10/09/2026		Moderate reduction in risk
					8 (Medium) - 32.00%
Purchasing card management procedures establish expenditure limits, approval requirements and monitoring arrangements for purchasing card use. Purchasing card limits are well below the limits of authority for carrying staff.	Brent Bailey	31/12/2026	10/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)
					5 (Low) - 20.00%
Stocktake and inventory management activities assist in identifying discrepancies, asset losses and unusual inventory movements.	Brent Bailey	31/12/2026	10/09/2026		PARTIALLY EFFECTIVEÂ (Designed Adequately; Operating Partially Effectively)
					5 (Low) - 20.00%
Procurement and tendering policies establish transparent purchasing processes, approval requirements and governance controls over major purchasing activities. Procurement thresholds and approvals chains are built into the purchase order system.	Brent Bailey	31/12/2026	01/09/2026		EFFECTIVEÂ (Designed Adequately; Operating Effectively)

		8 (Medium) - 32.00%					
Working With Children Check assessment processes identify activities and positions requiring screening and support compliance with legislative obligations relating to child safety.		Brent Bailey	31/12/2026	10/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)	
		10 (Medium) - 40.00%					
Social Media Policy establishes expectations regarding employee conduct, professional communication and appropriate use of social media platforms.		Brent Bailey	31/12/2026	10/09/2026		Moderate reduction in risk	
		8 (Medium) - 32.00%					

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Develop a process to guide Working With Children Check request process.	Six Months	Lauren Miles		%	New	09/03/2027

Documents		
Date Added	Document Name	Document Details

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ID:	Risk - 393896
Risk Title or Work Activity:	Safety and Security Practices
Risk Description:	Failure to provide and maintain a safe and secure workplace, including compliance with work health and safety legislation, resulting in injury, illness, psychological harm, property damage, security incidents, regulatory action and disruption to Shire operations.
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	WHS
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Workplace injury or illness. Contractor safety requirements are not met. Hazardous substances are not appropriately managed. Safety incidents are not reported or investigated. Emergency response arrangements are ineffective. Inadequate workplace security measures. Non-compliance with WHS legislation. Failure of plant, equipment or safety systems. Asbestos management requirements are not met. Staff, contractors or visitors are exposed to unsafe conditions.
Possible Consequences:	Fatality or serious injury. Psychological injury to employees. Regulatory investigation or prosecution. Improvement or prohibition notices. Workers compensation claims. Increased insurance costs. Service disruption and operational downtime. Reputational damage. Financial loss arising from incidents and corrective actions
Initial Risk Score:	23 (Extreme) - 92.00%
Initial Risk Comments:	This risk relates to work health and safety compliance, physical security, emergency preparedness and the protection of employees, contractors, volunteers and visitors. Existing controls are assessed as Adequate, with ongoing improvement initiatives focused on hazard reporting, hazardous substances management and workplace safety systems.
Residual Risk Score:	18 (High) - 72.00%
Residual Risk Comments:	Comprehensive safety systems, reporting frameworks, emergency management arrangements and workplace controls support compliance with work health and safety obligations. Residual risk remains because workplace incidents, contractor actions and human behaviour cannot be completely controlled. Priority actions include completion of hazardous substances and Safety Data Sheet register improvements, continued hazard reporting through Skytrust and ongoing monitoring of workplace safety performance.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.

Current:	Yes
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Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Contractor induction processes ensure contractors are informed of workplace safety requirements, site hazards and operational expectations before commencing work.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
18 (High) - 72.00%					
Employee induction programs provide new employees with awareness of work health and safety obligations, emergency procedures and safe work practices.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
18 (High) - 72.00%					
Internal emergency management arrangements, evacuation procedures and emergency response plans support preparedness, response and recovery from emergencies and critical incidents.	Brent Bailey	31/12/2026	10/09/2026		PARTIALLY EFFECTIVE (Designed Partially Adequately; Operating Partially Effectively)
14 (Medium) - 56.00%					
Safety Committee provides consultation, communication and continuous improvement opportunities relating to workplace health and safety matters.	Brent Bailey	31/12/2026	10/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
8 (Medium) - 32.00%					
Asbestos registers, management plans and associated procedures identify asbestos-containing materials and establish controls for safe management and maintenance activities.	Brent Bailey	31/12/2026	10/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
10 (Medium) - 40.00%					
Fitness for Work, drug and alcohol management procedures promote the safety and wellbeing of employees and reduce risks associated with impairment in the workplace.	Brent Bailey	31/12/2026	10/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
13 (Medium) - 52.00%					
Access control barriers, security arrangements and workplace support measures assist in protecting employees from threatening or emergency situations.	Brent Bailey	31/12/2026	10/09/2026		Moderate reduction in risk
13 (Medium) - 52.00%					
Incident and hazard reporting procedures support the identification, investigation and management of workplace hazards, injuries and near misses.	Brent Bailey	31/12/2026	10/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)

Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Ensure that hazards and incident reports are recorded in Skytrust and addressed by appropriate levels of management in a timely manner.	Six Months	Kate Hepp		%	New	09/03/2022
Corporate Risk Register	Ensure hazardous substances safety data sheets and dangerous goods registers exist at all workplaces within the Shire. Confirm this is now covered by Skytrust.	Six Months	Kate Hepp		%	New	09/03/2022

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Date Saved	Saved By	Revision	PDF Document

ID:	Risk - 393897
Risk Title or Work Activity:	Supplier and Contract Management
Risk Description:	Failure to effectively procure, engage, monitor and manage suppliers, contractors, consultants and service providers, resulting in service delivery disruption, poor value for money, contractual disputes, non-compliance with procurement requirements, financial loss and reputational damage.
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Financial
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Critical suppliers fail to deliver contracted services. Contractor performance is not adequately monitored. Procurement processes are not followed. Contract obligations are not clearly documented or managed. Insufficient supplier competition results in poor value outcomes. Key suppliers become unavailable due to financial or operational issues. Project outcomes are impacted by contractor performance deficiencies. Contract expiries are missed or unmanaged. Procurement planning is inadequate.
Possible Consequences:	Service delivery interruptions. Increased project and operational costs. Contract disputes and legal costs. Procurement non-compliance. Delays to infrastructure and operational projects. Reduced value for money. Reputational damage. Increased organisational dependency on individual suppliers. Failure to achieve strategic objectives.
Initial Risk Score:	17 (High) - 68.00%
Initial Risk Comments:	This risk relates to procurement activities, contract administration, supplier performance and contractor management across the organisation. Existing controls are assessed as Adequate, with ongoing focus on procurement governance, contract register management and supplier oversight.
Residual Risk Score:	9 (Medium) - 36.00%
Residual Risk Comments:	Procurement policies, contract management processes and supplier oversight arrangements provide reasonable assurance regarding the engagement and management of external providers. Residual risk remains due to market conditions, supplier performance variability, contractor dependency and increasing procurement complexity. Priority actions include ongoing maintenance of contract registers, periodic review of procurement policies and strengthening contractor performance monitoring practices.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.

Current:	Yes
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Risk Controls

Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Procurement policies, purchasing procedures and delegated authority frameworks establish governance controls for sourcing goods, services and contractors in accordance with legislative and organisational requirements	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
Contract management processes, including maintenance of lease and contract registers, support monitoring of key obligations, renewal dates, performance requirements and contractual risks.	Brent Bailey	31/12/2026	09/09/2026		PARTIALLY EFFECTIVE (Designed Adequately; Operating Partially Effectively)
Contractor supervision and project oversight arrangements provide monitoring of contractor activities, works quality, safety performance and contractual deliverables.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk

Actions

Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Coordinate update to Shire's Purchasing Policy	Six Months	Rebecca Pink		%	New	08/03/2027
Corporate Risk Register	Carry out annual review of contracts and leases register to ensure all new leases and contracts are in the register.	Six Months	Rebecca Pink		%	New	08/03/2027

Documents

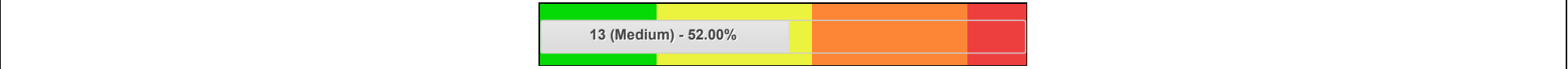
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ID:	Risk - 393878
Risk Title or Work Activity:	External Theft and Fraud
Risk Description:	Loss of funds, assets, information or unauthorised access to systems by external parties through theft, fraud, cybercrime, malicious activity or other security breaches, resulting in financial loss, operational disruption, data compromise, reputational damage and reduced community confidence.
Responsible Person:	Brent Bailey
Date of Risk Identification:	09/09/2026
Corporate Risk?	Yes
Risk Type:	Strategic
Risk Category:	Governance, Legal & Compliance
Department:	All Departments
Location/Project:	Shire of Dandaragan
Possible Risk Events:	Cyber security breach or ransomware attack. Theft of Shire assets or equipment. Fraudulent financial transactions or payment scams. Unauthorised access to information systems. Theft of confidential or personal information. Damage to property through criminal activity. Contractor or visitor access is not appropriately managed. Security controls fail or are bypassed. Electronic access credentials are compromised.
Possible Consequences:	Financial losses. Data breaches and privacy impacts. Loss of business continuity. Increased insurance claims and costs. Reputational damage and loss of public confidence. Regulatory investigation or reporting requirements. Theft or damage to critical assets. Operational disruption and service delays.
Initial Risk Score:	16 (High) - 64.00%
Initial Risk Comments:	This risk relates to external threats including cybercrime, theft, fraud and unauthorised access to Shire facilities, assets and information systems. Existing controls are assessed as Adequate, with ongoing improvement initiatives focused on visitor management, asset registers, cyber security and physical security controls.
Residual Risk Score:	9 (Medium) - 36.00%
Residual Risk Comments:	Financial controls, physical security measures, cyber security initiatives and asset management processes substantially reduce exposure to theft and fraud. Residual risk remains due to evolving cyber threats, opportunistic criminal activity and reliance on staff compliance with security procedures. Priority actions include strengthening visitor management procedures, updating portable and attractive asset registers and continuing cyber security improvements.
Other Requirements/Comments:	Corporate risk migrated from the August 2026 Corporate Risk Register.
Current:	Yes

Risk Controls					
Control Details	Reviewer	Next Review Date	Last Review Date	Review Notes	Control Effectiveness
Building security systems including keys, electronic access controls, CCTV surveillance and restricted access arrangements protect Shire facilities and assets from unauthorised access and theft	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
9 (Medium) - 36.00%					
Accounts payable procedures incorporate verification, approval and segregation of duties controls to minimise exposure to fraudulent transactions and payment scams.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
9 (Medium) - 36.00%					
Asset registers and asset management processes maintain records of Council-owned assets and support the identification and investigation of asset losses.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
13 (Medium) - 52.00%					
Cash handling procedures, reconciliation processes and financial controls reduce exposure to theft, misappropriation and financial fraud. Limiting the use of cash in remote facilities is also a vital aspect of this control.	Brent Bailey	31/12/2026	09/09/2026		Major reduction in risk
14 (Medium) - 56.00%					
Depot security measures including CCTV, controlled access arrangements, secure storage facilities and after-hours security controls protect operational sites and assets.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
13 (Medium) - 52.00%					
Security patrols and operational monitoring activities provide additional oversight of Shire facilities and assist in the early identification of security concerns.	Brent Bailey	31/12/2026	09/09/2026		Moderate reduction in risk
13 (Medium) - 52.00%					
Information technology security controls including authentication, access management, network security, Essential 8 initiatives and managed service provider oversight reduce exposure to cyber threats and unauthorised system access.	Brent Bailey	31/12/2026	09/09/2026		EFFECTIVE (Designed Adequately; Operating Effectively)
17 (High) - 68.00%					
Visitor and contractor sign-in processes assist in monitoring external access to Shire facilities and improving site security	Brent Bailey	31/12/2026	09/09/2026		Slight reduction in risk



Actions							
Action Source	Action Required	Action Priority	Person Responsible	Extra Comments	Percent Complete	Status	Due Date
Corporate Risk Register	Update the Portable and Attractive Assets register and associated procedures.	Six Months	Rebecca Pink		%	New	08/03/2027
Corporate Risk Register	Develop a documented risk assessment for the arrival and escorting of visitors. Make determinations on when sign-in "must" be used.	Six Months	Brent Bailey		%	New	08/03/2027

Documents		
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