



Attachments

Ordinary Council Meeting
Tuesday, 17 February 2026

Part 1 - Pages 1 to 257

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Agenda Item 6.2 - Attachment 1

Audit Log Update 15 January 2026

15-Jan-26

Shire of Ashburton

IA												
Current Review Date: 15-Jan-26												
No	Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Management Comment in Report	Agreed Action	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
238	10-Oct-23	SOA IA	Reg 17-2023	Fuel stock	IA agreed to recommend monitoring consumption on regular basis and record the monitoring and actions taken based on results.	High	Manager Fleets	The Fleet Department are in the process of developing a separate worksheet to capture this data effectively for consumption monitoring.	Implementation of Fleet Fuel consumption monitoring	<p>15 January 2026 We have reached out to finance who we deal closely with regarding fuel for assistance with developing an effective worksheet, the worksheet we did develop was not effective. We are also implementing GPS systems to the fleet and are investigating options with these systems that could also assist.</p> <p>14 November 2025 The fuel consumption report was put on hold when it was decided we would go in a different direction however that did not eventuate. We have all the data since it was put on hold and will have the original worksheet repopulated but end of January.</p> <p>26 June 2025 - No Update</p> <p>1 Aug 2024 Excel spreadsheet in progress</p> <p>29 Jan 2024 Excel spreadsheet in progress.</p> <p>SOA IA 21 Dec 2023 Excel spreadsheet in progress.</p> <p>20 Nov 2023 Excel spreadsheet in progress.</p>	<p>15 January 2026 Response Received - In Progress</p> <p>14 November 2025 Response Received - In Progress</p> <p>26 June 2025 Please provide evidence to review. IA</p> <p>5 Aug 2024 BTP Comment: Recommend verification by IA prior to closure</p> <p>SOA IA 29 Jan 2024 In Progress</p> <p>SOA IA 21 Dec 2023 Remains in Progress</p> <p>SOA IA 20 Nov 2023 Transferred to In progress</p>	In Progress
239	10-Oct-23	SOA IA	Reg 17-2023	Strategic Waste Management Plan	IA agreed to recommend review the Strategic Waste Management Plan to align with the new SCP and consider implementing best practices to the extent practicable with a funding strategy.	High	Director Infrastructure and Manager Waste Services	A review will commence in the next six months for the plan's alignment and a gap analysis for the decision-making process. Outcome of a new strategic plan or amended will be decided at the time of the analysis review.	Review of Strategic Waste Management plan will commence in the next six months for the plan's alignment and a gap analysis for the decision-making process. Outcome of a new strategic plan or amended will be decided at the time of the analysis review.	<p>14 November 2025 Manager Strategic Waste Commences in December and will be responsible for the development of the plan over the first 6 months of 2026</p> <p>26 June 2025 - No Update</p> <p>2 Apr 2025 A new strategic waste plan will be established. ETA September 2025. Work is expected to commence mid May.</p>	<p>15 January 2026 No response received</p> <p>14 November 2025 Response received -Not started</p> <p>02 Apr 2025 Not started</p> <p>30 Aug 2024 No update provided</p>	Not Started
241	10-Oct-23	SOA IA	Reg 17-2023	Landfill inspection checklist	IA agreed to recommend that management review the checklist for adequacy and ensure compliant recordkeeping practices are in place.	High	Director Infrastructure and Manager Waste Services	IA agreed to recommend that management review the checklist for adequacy and ensure compliant recordkeeping practices are in place.	Regularise recordkeeping for checklist	<p>26 June 2025 - No Update</p> <p>23 Jan - 2025 Site inspection checklists are placed on waste services sharepoint to comply with record keeping practices</p> <p>20 Nov 2023 Ongoing, all new checklists are going into the digital filing system location</p>	<p>15 January 2026 No response received</p> <p>14 November 2025-No update- In Progress</p> <p>26 June 2025 Please provide evidence to review. IA</p> <p>30 Aug 2024 No update provided</p> <p>SOA IA 20 Nov 2023 Transferred to In progress</p>	In Progress
254	10-Oct-23	SOA IA	Reg 17-2023	Onslow Airport	IA recommends that regular reviews of documents, regular risk assessments and regular inspections be carried out. IA also recommends that the audit log is regular maintained (Actions Checklist) and actioned in timely manner to further strengthen controls.	Medium	Manager Airport Services	TSP Audit was not undertaken in 2020-21 due to COVID travel restrictions, noting limited aviation security audits in WA. TSP independent biennial audit has now been undertaken in Aug 2023.	TSP biennial audit has now been included in the airports Annual Compliance checklist which is in development (this document will be finalised by 31 Oct 2023). This checklist will be monitored and actioned as needed, by Manager Airport Services (MAS), Airport Administrator and Airport Reporting Officer.	<p>15 January 2026 Annual Compliance Checklist and Annual Compliance Calendar have now been finalised and include the TSP biennial audit.</p> <p>2 Aug 2024 WIP. The document is complex and time-consuming to draft, incorporating regulation-specific compliance tasks in comment boxes. Delays due to busy schedule and understaffing, now with a dedicated compliance staff member, completion is prioritized.</p> <p>29 Jan 2024 WIP-It is a complex and time-consuming document to draft as the regulation specific to the compliance tasks are also been included in comment boxes Completion date 31 March.</p> <p>25 Oct 2023 WIP It is a complex and time-consuming document to draft as the regulation specific to the compliance tasks are also been included in comment boxes.</p>	<p>15 January 2026 Response Received</p> <p>-Last external security audit has been conducted in July 2025 Regulation- [2.12(1)(a)-(b)]</p> <p>-Last TSP review has been conducted in August 2025 Regulation [2.12(1)(c)-(d)]</p> <p>14 November 2025 No update before cutoff</p> <p>30 Aug 2024 No update provided</p> <p>5 Aug 2024 In Progress</p> <p>SOA IA 25 Oct 2023 Transferred to In Progress</p>	Validated by SOA IA
255	10-Oct-23	SOA IA	Reg 17-2023	Onslow Airport	IA recommends that regular reviews of documents, regular risk assessments and regular inspections be carried out. IA also recommends that the audit log is regular maintained (Actions Checklist) and actioned in timely manner to further strengthen controls.	Medium	Manager Airport Services	The mentioned security risk register is a subsidiary document that was developed to be incorporated into the 'Transport Security Risk Assessment' for the airport back in 2014 when the airport was applying to become a screening authority. There is no regulatory requirement to run a risk register for security operations. The risk register has been superseded by the airport TSP.	The security risk register mentioned above can be expanded upon and incorporated into the airport's existing safety management system (SMS). The airport's SMS is currently a safety-based document, however, it can be amended to include security risks as well. The risks to be included will be the risks from the initial security risk register, updated security risks (if any) and passenger screening operational risk. This action could be completed by December 31, 2023.	<p>15 January 2026 Delays are attributed to understaffing and a high operational workload. Drafting to address this finding is currently in progress</p> <p>2 Aug 2024 Requested a quote from a consultant, but the price was excessive and not budgeted for. We will handle the work internally</p> <p>Delays due to busy schedule and understaffing, now with a dedicated compliance staff member, completion is prioritized</p> <p>25 Oct 2023 Very complex which requires the redrafting of the airport SMS and requires the assistance of a consultant</p>	<p>15 January 2026 Response Received - In Progress</p> <p>14 November 2025 No update before cutoff</p> <p>30 Aug 2024 No update provided</p> <p>5 Aug 2024 In progress</p> <p>SOA IA 25 Oct 2023 Not started</p>	In Progress
256	10-Oct-23	SOA IA	Reg 17-2023	Onslow Airport	IA recommends that regular reviews of documents, regular risk assessments and regular inspections be carried out. IA also recommends that the audit log is regular maintained (Actions Checklist) and actioned in timely manner to further strengthen controls.	Medium	Manager Airport Services	Technical inspection findings identified during the technical inspection are categorised based on the assessed risk implication and the recommended time frame for implementation of corrective actions. [TABLE] The airport's 'actions checklist' is designed around the risk implications in the reports received from the inspectors.	The checklists will be reviewed to consider if a 'risk acceptance' criteria can be included.	<p>15 January 2026 Delays are attributed to understaffing and a high operational workload. Drafting to address this finding is currently in progress</p> <p>2 Aug 2024 Requested a quote from a consultant, but the price was excessive and not budgeted for. We will handle the work internally</p> <p>Delays due to busy schedule and understaffing, now with a dedicated compliance staff member, completion is prioritized</p> <p>29 Jan 2024 Technical inspection due May 2024. Assessed risk and document templated to be review in conjunction with technical inspector Completion date end 31 May 2024</p> <p>25 Oct 2023 The next technical inspection is not until June next year. The new risk acceptance will commence then (Requested to change Target Completion 30 June 2024)</p>	<p>15 January 2026 Response Received - In Progress</p> <p>14 November 2025 No update before cutoff</p> <p>30 Aug 2024 No update provided</p> <p>5 Aug 2024 In progress</p> <p>SOA IA 25 Oct 2023 Not started</p>	In Progress
266	30-Nov-23	IOAP	Procurement 24	No previous experience records maintained/ considered in evaluation	Procurement department, together with projects needs to develop performance score system and implement to capture performance. These scores should be considered for future evaluation of the same contractor.	Low	Senior Procurement Officer	Procurement will investigate a scoring matrix. However this will be dependent on Project officers providing Project Management information that is currently not being adequately captured in the Shire.	Develop Scoring Matrix	<p>15 January 2026 Email correspondence from DCS on referring to WALGA</p> <p>14 November 2025 Procurement have been adding KPI that they are aware of to the Vendor/Panel Contract Management Module, however this is very time consuming and Procurement do not have the time or staffing levels to continue. CEO and DCEO have been made aware of insufficient staffing levels in Procurement.</p> <p>26 June 25 Some performance indicators are within the Vendor/Panel Contract Management module. IA to be given access to VP Contract Management module.</p> <p>14 Aug 24 New Recommendations from IOAP Feb 24 added to list 14 Aug 24. No update requested/monitored</p>	<p>15 January 2026 Response Received - Inprogress</p> <p>14 November 2025 Response Received- In Progress</p> <p>26 June 2025 Please provide evidence to review. IA</p> <p>14 Aug 2024 Not started</p>	In Progress

267	30-Nov-23	IOAP	Procurement 24	Inadequate financial evaluation in RFT	Procurement needs to establish thresholds that requires submission of last audited financial statements or in absence of such needs to conduct an independent evaluation on financials to establish credit risk.	Low	Senior Procurement Officer	Threshold amounts to be included into Purchasing and Procurement Policy, possibly in line with Compulsory Probity Auditor engagement (all purchases >\$1 million in value). Compulsory engagement of financial audit amount to be authorised by ELT.	Request Clarification from ELT and add Financial Audits to Policy	15 January 2026 Email correspondence from DCS on referring to WALGA 14 November 2025 Unachievable as ELT do not respond to emails or request for information. 26 June 25 In discussion 14 Aug 24 New Recommendations from IADP Feb 24 added to list 14 Aug 24. No update requested/provided	15 January 2026 Response Received - In Progress 14 November 2025 Response Received- In Progress 26 June 2025 Please provide evidence to review. IA 14 Aug 2024: Not started	In Progress
274	20-Feb-24	SOA IA	FMR -2024	Negative fuel stock	Finance department should regularly review that fuel stock is reconciled considering the physical dip balance by fleet department. Finance department need to strengthen control to improve accuracy and completeness of data entered to synergy system.	Low	Manager Finance	Finance staff have taken over the reconciliation responsibilities for Fuel Inventory following the need to undertake a detailed audit and reconciliation process as part of the 2022/23 Financial Audit. This was previously managed within the Fleet area. Investigations are also underway to automate the importation of fuel issues via the Smart Fuel system to improve accuracy and reduce the volume of data entry	Finance to be responsible for ongoing fuel reconciliations on a monthly basis.	Complete, occurred as part of 2022-23 audit.	15 January 2026 This is to be discussed with ARIC to include in next year Audit Plan 14 November 2025 This is to be discussed with ARMC to include in next year Audit Plan 03 July 2025 This is to be discussed with ARMC to include in next year Audit Plan 26 June 2025 Need evidence of ledger balance reconciled with fuel dip as of last monthly account finalised per the agreed action.	In Progress
275	20-Feb-24	SOA IA	FMR -2024	Unusual assets records	Internal audit recommends an investigation to establish the basis of such spending as per the law policy and effect on Shire assets where access and control is limited as of now.	Low	Manager Finance /Director Corporate Services	The 2022/23 External Audit included an Emphasis of Matter note which related to the restatement of prior year comparatives. This was to do with a reduction in the value of roads stated in the balance sheet. This did not involve the removal of any roads where the Shire had incorrectly used public funds. The main reductions were to do with Main Roads WA taking over the responsibility for a portion of the Manuvara Red Dog Highway and the incorrect historical inclusion of SLK's that fell within the control of the Department of Biodiversity, Conservation and Attractions (DBCA). These corrections to the Shire's road inventory should have been made several years ago and were picked up as a part of the 5 yearly Infrastructure Revaluation process. In addition to this, the Shire has engaged an external consultant to do a road and infrastructure condition audit in April 2024. This will include ensuring that the Shire's Road Inventory Data matches to the IRIS system that Main Roads use for Road Inventory.	Nil	Complete	15 January 2026 This is to be discussed with ARIC to include in next year Audit Plan 14 November 2025 This is to be discussed with ARMC to include in next year Audit Plan 03 July 2025 This is to be discussed with ARMC to include in next year Audit Plan IA 26 June 2025 While the internal audit finding relating to unusual asset records has been discussed at ARIC and partly addressed through revaluation adjustments, this matter raises a broader governance question: How can the Shire ensure that public funds are only expended on assets that are verifiably within its control, deliver measurable public benefit, and align with Council-endorsed asset policies? This has implications not only for financial reporting accuracy, but also for the Shire's legal accountability under the Local Government Act, its long-term asset sustainability planning, and the public's trust in how infrastructure investments are prioritised and reported. This issue to be discussed with Infrastructure Directorate to make sure the controls in place to mitigate this risk before close.	In Progress



Agenda Item 6.3 - Attachment 1

Report-Internal Audit Over Corporate Credit Cards



Shire of Ashburton

Internal Audit over Corporate Credit card

January 202





Acknowledgement of Country

The Shire of Ashburton acknowledges the local Indigenous people, the traditional custodians of this land. We pay respect to the elders, past and present and extend that respect to all Aboriginal Australians living within the Shire of Ashburton.





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From: Diluka Weerasingha, Internal Auditor

To: Audit and Risk and Improvement Committee

Subject: Internal Audit over Corporate Credit Cards (IAOCCC)

Engagement Period: 1st July 2024 to 30th August 2025

Date: 13 January 2026

Executive Summary

The review of the Shire's Corporate Credit Card (CCC) processes identified a number of strong practices and positive behaviours that demonstrate the organisation's commitment to sound financial management, transparency, and adherence to sector expectations. Across the areas examined, staff displayed a high level of diligence in the use, approval, and oversight of corporate credit cards, supported by a clear governance structure and robust system-based controls.

A key strength of the Shire's framework is its legislative alignment. Advice obtained by the Shire from WALGA on 3 November 2025 confirmed that the Shire's processes for incurring liabilities through corporate credit cards are consistent with Regulation 5(e) of the Local Government (Financial Management) Regulations 1996. This confirmation that the CEO-approved Organisational Practice – Corporate Credit Cards provides the appropriate authorisation for cardholders to incur liabilities and acquit purchases through the ExpenseMe system. This is an important validation of the governance environment the Shire has implemented.

Operationally, the annual review of card limits was completed and approved by the CEO on 15 July 2025, demonstrating active oversight and ongoing relevance of credit card limits to business needs. Cardholders also sign a 12-point Corporate Transaction Card Agreement that outlines expected behaviours, responsibilities, and restricted practices. Although a formal training program does not exist, staff appear to have adopted the ExpenseMe system effectively, and the system's structured workflow—capturing verification, supervisory approval, finance approval, and ledger posting—provides a strong audit trail and reinforces segregation of duties.

The Finance Team's administration of transactions is a further positive element. Monthly reconciliations are completed, transactions are posted accurately to the general ledger, and corporate card transactions are transparently reported to Council in the Council Minutes at the merchant level. This level of visibility is commendable and reflects a strong commitment to public accountability. The review also noted that only eight personal-use transactions occurred during the period examined (approximately 0.28% of total transactions), and all were repaid within ten days, demonstrating staff responsiveness and adherence to the Organisational Practice.

The management of card security also reflects good practice. Cards are secured in the safe when staff go on extended leave, and cancellation of cards at the end of employment occurs promptly through the Banking System. The Organisational Practice itself has also been reviewed and updated as part of the annual



governance review cycle, demonstrating a willingness to maintain contemporary and relevant procedures.

While these strengths provide a solid foundation, several improvement opportunities exist to enhance alignment between documented procedures and current practice. These include formalising a specific training module for cardholder responsibilities, ensuring the Corporate Card Register is maintained in accordance with clause 21 of the Organisational Practice, improving documentation for handover and destruction of cards, and strengthening compliance with the five-day reconciliation requirement. Additionally, greater consistency between the Organisational Practice and the Council Policy—particularly in areas such as treatment of reward schemes—would further reinforce clarity for staff.

Overall, the Shire's Corporate Credit Card management processes show many positive attributes and reflect a largely sound control environment. With targeted improvements that build upon the strong foundations already in place, the Shire is well positioned to further enhance governance, compliance, and operational efficiency in its corporate card administration.

Introduction

Corporate credit cards can provide significant administrative and financial management benefits to local governments by streamlining procurement processes, reducing petty cash usage, and improving overall cash management efficiency. However, if not governed by robust controls, the use of corporate credit cards can expose a local government to considerable risks, including misuse, non-compliance, and reputational damage.

The risks associated with corporate credit card usage can be effectively mitigated through the implementation of comprehensive policies, procedures, and monitoring mechanisms that define accountability, approval processes, and reporting obligations.

The Office of the Auditor General (OAG) of Western Australia conducted a performance audit in June 2024 titled Local Government Management of Purchasing Cards, which examined practices across three local governments comparable in scale and complexity to the Shire. The OAG also issued an accompanying Better Practice Guide, presented as Annexure 1 to the performance audit report, providing key recommendations for strengthening purchasing card governance.

A review of Shire of Ashburton records indicates that no internal audit of corporate credit card management has been conducted in the recent past, with no evidence of such a review dating back to at least 2019.

Objectives

The objective of IAOSCC is to assess the adequacy and effectiveness of established controls around Corporate Credit Cards and compliance with applicable acts and regulations. There are 48 Corporate Credit Cards mentioned as "allocated" in annexure 1 of Organizational Practice – Corporate Credit Cards.



Scope

Audit Area	Key Controls
Governance & Policy	<ul style="list-style-type: none"> • Approved transaction card policy aligned with LG Act 1995, Financial Management Regulations (Regs 11 & 13), and DLGSC guidelines. • Policy specifies roles, responsibilities, approval processes, timelines for acquittals, prohibited uses.
Cardholder Eligibility & Approval	<ul style="list-style-type: none"> • Applications supported by operational need and financial delegation. • CEO/ DCEO/ Directors approves staff card applications/ Council approves CEO card. • An application is appropriately approved. • Signed cardholder agreements outlining legal obligations and responsibilities. • Training provided at induction and refresher basis.
Card Register Management	<ul style="list-style-type: none"> • Central register maintained with holder, card number, expiry, credit limit, and status. • Timely updates for new, cancelled, or destroyed cards. • Physical Storing of Cards (unused/ on leave)
Transaction Management	<ul style="list-style-type: none"> • Transactions restricted to official business purposes only. • Purchases within limits; no split transactions to bypass limits. • Adequate supporting documentation (tax invoices, GST/ABN compliance). • Timely acquittals • Unauthorised transactions to be reimbursed within 7 days. • Reporting fraudulent transactions. • Compliance with Council Policy – Corporate Transaction Cards • Compliance with Council Policy – Purchasing and Procurement
Review & Approval	<ul style="list-style-type: none"> • Cardholder reviews their own transactions. • Manager independently reviews and approves for business relevance and compliance. • Segregation of duties maintained. • CEO transactions independently reviewed by Council/ARMC.
Card Use & Restrictions	<ul style="list-style-type: none"> • Cards not shared between employees. • Prohibition on cash withdrawals, personal purchases, and loyalty/reward scheme use. • Clear procedures for cards when holder is on extended leave. • Card lodged with Finance if leave >1 month. • Lost Stolen or Damaged Cards
Cancellation & Lifecycle Management	<ul style="list-style-type: none"> • Immediate cancellation when cardholder resigns, changes roles, or no longer requires card. • Physical destruction documented and recorded in the register.



<p>Monitoring & Reporting</p>	<ul style="list-style-type: none"> • Monthly detailed reporting of transactions to Council • Management monitoring of acquittal timeliness, inappropriate use, and anomalies. • Regular reports to managers on card usage in their area.
<p>Fraud & Misconduct Escalation</p>	<ul style="list-style-type: none"> • Documented processes for reporting, investigating, and escalating suspected misuse in line with CCC Act obligations. • Evidence of corrective action for misuse or errors.
<p>System & Provider Controls</p>	<ul style="list-style-type: none"> • Bank/provider controls configured (credit limits, merchant category code restrictions). • Temporary top-up approvals documented with justification. • Annual/ Periodical review of card limits and system settings.
<p>Continuous Improvement</p>	<ul style="list-style-type: none"> • Annual review of policy and procedures, card register, and transaction/card limits. • Identification and cancellation of inactive/under-used cards. • Random audits of card use. • Benchmarking against OAG findings and better practice. • Internal/external audits of card use conducted, with follow-up of recommendations.

Scope Exclusion

Scope Doesn't include cards other than Corporate Credit Cards.

Scope limitations

None

Use of third-party information

The use of third-party specialist reports was intended to leverage specialized expertise for informed recommendations.

Criteria

Criteria will consider SOA policies, directives, procedures and local government regulations. Where there is no explicit criteria, industry's best practices will be considered.

- Section 2.7(2)(a) and (b) of the Act requires the council to oversee the allocation of the local government's finances and resources and to determine the policies of the local government.
- Section 6.5(a) of the Act requires the Chief Executive Officer (CEO) to ensure that proper accounts and records of the transactions and affairs of the local government are kept in accordance with regulations.
- Local Government (Financial Management) Regulation 5 requires local government's CEO to establish efficient systems and procedures for financial management.



- Local Government (Financial Management) Regulation 11(1)(a) requires local governments to develop procedures for the authorisation and payment of accounts to ensure that there is effective security and appropriate authorisations in place for the use of credit cards.
- Local Government (Financial Management) Regulation 13(2)) requires local governments to prepare a list of accounts for approval to be paid is to be prepared each month and present to council.
- Council Policy – Corporate Transaction Cards
- Council Policy – Purchasing and Procurement
- Organisational Practice – Corporate Credit Cards
- OAG Better Practice Guide
- DLGSC Operational Guidelines
- Controls and Risks will be assessed per Matrixes in SOA Risk Management Procedures Annexure 1 and Annexure 2

Significant dates

Step	Actual Date
Planning Memorandum	19 Sep 2025
Kickoff Meeting	22 Sep 2025
Field Work (Walkthrough, Selecting Sample, Information Request and Analysis)	22 Sep 2025
Exit Meeting	05 Nov 2025
Issue Draft Report to include Agreed Management Action Plan	07 Nov 2025
Received Management Actions	09 Jan 2026
Issue Final Report to CEO and ELT	13 Jan 2026
Issue Final Report to Audit and Risk Management Committee	10 Feb 2026

Basis of review

Due to the inherent limitations in any internal control structure, it is possible errors or irregularities may occur and not be detected. Further, the internal control structure, within which the control procedures that have been reviewed operate, has not been reviewed in its entirety and therefore no opinion is expressed as to the effectiveness of the greater internal control structure. It should also be noted that the review was not designed to detect all weaknesses in control procedures as it was not performed continuously throughout the period subject to review.

In my professional judgment as Internal Auditor, sufficient and appropriate audit procedures have been conducted and evidence gathered to support the accuracy of the conclusions reached and contained in this. The conclusions were based on a comparison of the situations as they existed at the time against the audit criteria. The conclusions are only applicable for the processes examined. The evidence gathered meets professional audit standards and is sufficient to provide Audit and Risk Management Committee with proof of the conclusions derived from the internal audit.



Findings

This report presents the findings of the Internal Audit over Corporate Credit Cards of the Shire for the period of 1st July 2024 to 30th August 2025 (referred to as the "engagement period").

Findings are listed under finding sections as summarised in below table. Details of findings are showing from page 10 to 16.

S/N	Finding	Control Effectiveness
1	Absence of a Compliant Corporate Credit Card Register	Partially Effective
2	Absence of Explicit Prohibition on Rewards or Loyalty Systems in the Corporate Credit Card Framework	Partially Effective
3	Incomplete Recordkeeping for Card Handover, Cancellation, and Destruction	Partially Effective

The assessment of the adequacy and effectiveness of internal controls were conducted against the better practice guide developed by Auditor General of WA. The assessment results are showing under annexure 1 to the report from page 17 to 28.

The effectiveness of internal controls for each finding has been assessed using the control-effectiveness criteria set out in the Shire’s adopted Risk Management Procedure (refer page 29). In accordance with the approved Risk Management Procedure 2025, risk analysis is the responsibility of management.

As the Shire has not yet completed an enterprise-wide risk assessment or updated the Enterprise Risk Register, Internal Audit has limited its work to evaluating key controls and reporting their control-effectiveness ratings. This assessment is provided to support and inform management’s risk analysis obligations. For this reason, Internal Audit Report has included Control Effectiveness Rating per the approved planning Memorandum by CEO dated 19 September 2025.

Diluka Weerasingha CPA, CIA

Internal Auditor

Shire of Ashburton



Findings

1	Absence of a Compliant Corporate Credit Card Register	Control Effectiveness
Finding, Implications and Recommendations		Partially Effective
<p><u>Finding</u></p> <p>The CEO-approved <i>Organisational Practice – Corporate Credit Cards</i> (Clause 21) requires the Manager Finance to maintain a separate Corporate Credit Card Register that includes mandatory governance information such as cardholder name, position title, card number, CVV, date issued, expiry date, transaction limit, monthly limit, and any expenditure restrictions.</p> <p>Audit identified that no such register is maintained by the Shire. Instead, management relies solely on the Commercial Bank Australia corporate card system as the “register”. However, the banking system:</p> <ul style="list-style-type: none"> • does not contain several required fields (e.g., position title, CVV, lifecycle records), and • is a third-party platform rather than an internal financial record controlled by the Shire. <p>This results in non-compliance with the Organisational Practice approved by the CEO. Further, if management considers the banking system to be the operational register, then this indicates that current practice is inconsistent with the Organisational Practice. In such circumstances, the OP would require formal amendment to reflect the actual practice and would need CEO approval, as required under the Shire’s governance framework.</p> <p>The current approach does not meet statutory obligations under:</p> <ul style="list-style-type: none"> • Local Government Act 1995 – s.5.41(d) (CEO to ensure proper accounting and financial records), • Financial Management Regulations 1996 – r.5(e) (records explaining liabilities incurred), and • Financial Management Regulations 1996 – r.13 (complete financial records to support transactions). <p><u>Implication</u></p> <ul style="list-style-type: none"> • Non-compliance with CEO-approved Organisational Practice – Corporate Credit Cards. • Non-compliance risk with the Local Government Act and Financial Management Regulations. • Incomplete audit trail of critical elements of card management (Handover, Takeover, Destruction). • Weak accountability, as the Shire cannot demonstrate the full governance controls required for card management in compliance with State Recordkeeping Act. • Policy misalignment, where operational practice does not reflect the approved governance instrument. <p><u>Recommendations</u></p> <ul style="list-style-type: none"> • Establish and maintain a Shire-owned Corporate Credit Card Register containing all mandatory information required by Organisational Practice Clause 21. 		



1	Absence of a Compliant Corporate Credit Card Register	Control Effectiveness	
<ul style="list-style-type: none"> • Capture and retain card lifecycle records (issue, temporary handover, return, cancellation, destruction). • Conduct regular reconciliations between the Shire’s register and the bank system to ensure accuracy. • Where practice diverges from the Organisational Practice, review and update the OP to reflect actual processes and obtain CEO approval to ensure consistency between governance documentation and operational practice. • Ensure the register and supporting documents are captured in accordance with the State Records Act and the Shire’s Recordkeeping Plan. 			
Management Comment			
<p>Director Corporate Services</p> <p>The Organisational Practice was written based on the WALGA guidelines for Corporate Credit Card Management and is based on a manual system.</p> <p>The Shire has implemented an Online Cloud Based Expense Management System and also has direct access to the CBA Card Manager System.</p> <p>The recommendations of the Internal Auditor would be a duplication of effort and require a manual system to be implemented which has been eliminated by the Cloud Based System.</p> <p>Fully details as per the Organisational Practice are able to be obtained at any time from both these systems which represent a single source of truth for both Card Management (CBA) and Expense Management (Expense Me Pro)</p>			
Agreed Actions		Responsible Officer	Target Completion Date
<p>Organisational Practice – Corporate Credit Cards (Clause 21) requires the Manager Finance to maintain a separate Corporate Credit Card Register that includes mandatory governance information such as cardholder name, position title, card number, CVV, date issued, expiry date, transaction limit, monthly limit, and any expenditure restrictions.</p> <p>Storing card numbers, CVV codes, and expiry dates in a single location creates a significant security risk. If that location is compromised, all 30 cards could be exposed.</p>		<p>Corporate Services. Manager of Finance.</p> <p>Review and update the Organisational Practice – Corporate Credit Cards (Clause 21) to align with current secure systems (CBA Card Manager and Expense Me Pro) and remove requirements that conflict with PCI DSS and statutory</p>	



1	Absence of a Compliant Corporate Credit Card Register	Control Effectiveness					
<p>A data breach involving this information could lead to financial loss, reputational damage, and legal consequences for the organization.</p> <p>Auditors typically require evidence of card ownership and usage, not full card details. Storing complete card numbers and CVV codes is excessive and unnecessary.</p> <p>The Shire has implemented an Online Cloud-Based Expense Management System and has direct access to the CBA Card Manager System. These platforms provide secure, centralized access to cardholder information and transaction data, with compliance measures already in place.</p> <p>This approach meets audit requirements while maintaining compliance and minimising risk.</p>	<p>obligations.</p> <p>Document how these systems meet governance requirements and ensure CEO approval for any amendments.</p> <p>The CCC audit did not include an audit of the Organisational Practice – CCC. The OPCCC presents substantial risk to the Shire particularly clause 21.</p>		<table border="1"> <tr> <td data-bbox="264 1126 531 1189">Audit log ref</td> <td data-bbox="531 1126 794 1189"></td> <td data-bbox="794 1126 1082 1189">Date Issued to ELT and CEO</td> <td data-bbox="1082 1126 1407 1189">13 Jan 2026</td> </tr> </table>	Audit log ref		Date Issued to ELT and CEO	13 Jan 2026
Audit log ref		Date Issued to ELT and CEO	13 Jan 2026				

2	Absence of Explicit Prohibition on Rewards or Loyalty Systems in the Corporate Credit Card Framework	Control Effectiveness	
Finding, Implications and Recommendations		Partially Effective	
<p>Finding</p> <p>The Council Policy – Corporate Transaction Cards clearly prohibits the use of transaction cards for “incurring expenses for the primary purpose of obtaining personal advantage through the transaction (i.e., membership or loyalty rewards)”</p> <p>However, this requirement has not been reflected in either:</p> <ul style="list-style-type: none"> the Organisational Practice – Corporate Credit Cards (latest revision July 2025) the Corporate Transaction Card Employee Agreement and Approval (Appendix 2). 			



2	Absence of Explicit Prohibition on Rewards or Loyalty Systems in the Corporate Credit Card Framework	Control Effectiveness
<p>The Organisational Practice establishes operational conditions, prohibiting PayPal and AfterPay use and requiring receipts, but it does not restate or reinforce the prohibition on reward, membership, or loyalty schemes. Likewise, the Employee Agreement omits any clause clarifying that any benefits, loyalty points, or rewards gained from Shire-funded purchases must not be retained by the cardholder.</p> <p>There is also no training provided on use of credit cards for allowed, non allowed and responsibilities in case of accidental personal transaction. The instructions solely establish through the organisational practice and by way of an agreement signed.</p> <p>This omission creates an inconsistency between the governing Council Policy and the operational procedures and agreements, weakening control effectiveness and exposing the Shire to potential probity and integrity risks.</p> <p>Implication</p> <ul style="list-style-type: none"> • Policy inconsistency: The absence of a prohibition in operational documents undermines compliance with the overarching Council Policy and may cause misinterpretation by staff. • Integrity and probity risk: Cardholders could inadvertently accrue or retain personal loyalty rewards or benefits from Shire-funded transactions, which could constitute a conflict of interest or personal gain. • Reputational risk: Lack of clarity may invite scrutiny or findings of weakness by external auditors, given OAG Report 19 (2024) explicitly lists “prohibition of personal rewards or loyalty benefits” as a better practice control. <p>Recommendations</p> <ul style="list-style-type: none"> • Amend the Organisational Practice – Corporate Credit Cards to include the clause from the Corporate Transaction Cards Policy: <p><i>“Corporate transaction cards shall not be tied to any reward systems that provide cardholders with any personal benefit or reward.”</i></p> <ul style="list-style-type: none"> • Update the Corporate Transaction Card Employee Agreement (Appendix 2) to include an explicit acknowledgment that: <p><i>“The cardholder must not accrue or personally retain any reward points, loyalty benefits, or incentives derived from the use of the Shire’s corporate credit card’.”</i></p> <ul style="list-style-type: none"> • Communicate and reissue updated agreements to all cardholders to ensure awareness and compliance with this requirement. 		
<p>Management Comment</p>		
<p>Director Corporate Services</p> <p>This is covered in the Council Policy – Corporate Credit Cards.</p>		



2	Absence of Explicit Prohibition on Rewards or Loyalty Systems in the Corporate Credit Card Framework	Control Effectiveness	
<p>It is only the Internal Auditors opinion/suggestion that this could be further improved by including a reference in the supporting Organisational Practice. It does not represent a significant finding.</p> <p>Reference was also made to the WALGA Credit Card Guidelines that also have this as part of Policy not associated procedures.</p> <p>Each new Cardholder is provided with a Copy of the Policy and acknowledges this as part of executing the card holder agreement.</p>			
Agreed Actions		Responsible Officer	Target Completion Date
The CPCTC will be amended to say 'The cardholder must not accrue or personally retain any reward points, loyalty benefits, or incentives derived from the use of the Shire's corporate credit card'.		Corporate Services. Manager of Finance.	
Audit log ref		Date Issued to ELT and CEO	13 Jan 2026

3	Incomplete Recordkeeping for Card Handover, Cancellation, and Destruction	Control Effectiveness	
Finding, Implications and Recommendations		Partially Effective	
<p>Finding</p> <p>The Organisational Practice – Corporate Credit Cards (OP) requires that:</p> <ul style="list-style-type: none"> • cards are handed to Manager Finance when a cardholder takes extended leave; • cards are returned on cessation of employment; and • cancelled cards are to be destroyed. <p>However, no formal records are maintained to evidence:</p> <ul style="list-style-type: none"> • handover of cards for extended leave, • return of cards at exit, or • destruction of cancelled cards. <p>The Staff Exit Clearance process also does not include a control step to confirm return and destruction of corporate cards.</p> <p>Although management advises that the CBA Card Manager system records cancellations, this system only records the account status, not the physical custody, handover, or destruction of cards as required under the OP, WALGA guidance, and good governance practice.</p>			



3	Incomplete Recordkeeping for Card Handover, Cancellation, and Destruction	Control Effectiveness
<p>Further, under s.19 of the State Records Act 2000, local governments must maintain “full and accurate records” of activities and transactions. The absence of these records means the Shire cannot evidence compliance with its own Organisational Practice or demonstrate an audit trail for custody of financial instruments.</p>		
<p>Implication</p> <ul style="list-style-type: none"> • No verifiable evidence exists to prove cards were surrendered, securely stored, or destroyed. This creates evidentiary gaps if incidents arise (e.g., misuse discovered after employment termination). • Physical cards may remain in circulation without the Shire’s knowledge, particularly when staff leave or change roles, though the cards are cancelled in the system to mis represent. • Potential non-compliance with: <ul style="list-style-type: none"> · <i>State Records Act 2000</i> – failure to maintain adequate records · <i>Local Government (Financial Management) Regulations 1996</i> – requirement for strong controls over incurring liabilities (r.5(e)) · <i>Organisational Practice – Corporate Credit Cards</i> – requirements not followed • Exit-Process Weakness: The absence of a corporate card clearance step in the exit process reduces management’s ability to enforce accountabilities and safeguard assets. <p>Recommendations</p> <ul style="list-style-type: none"> • Introduce a Basic Corporate Card Handover & Destruction Record Maintain a simple log, signed by the cardholder and Finance Officer, to evidence handover and destruction of cards in line with the Organisational Practice. • Include Corporate Card Return in the Staff Exit Clearance Add a single checkbox confirming the return of the corporate card before employment separation is finalised. • Ensure Alignment Between Organisational Practice and Actual Processes If management intends to rely on the CBA system for any aspect of recordkeeping, the OP must be formally amended, approved by the CEO. <i>Until this occurs, the OP remains the authoritative instruction—and the Shire is non-compliant with its own approved procedure.</i> 		
<p>Management Comment</p>		
<p>Director Corporate Services</p> <p>Again these are possible improvement opportunities rather than a control weakness that warrants a significant finding.</p> <p>The whole point of introducing an Expense Management System and the CBA Card Management System was to eliminate the need to maintain any form of manual registers / logs outside the system.</p> <p>Given the level of risk, small limit sizes, restrictions on maximum transactions amounts etc built into the system, I am comfortable with the current level of controls.</p>		



3	Incomplete Recordkeeping for Card Handover, Cancellation, and Destruction	Control Effectiveness
<p>Organisational Practices are just that. They are instructions/guidance and will be amended as required.</p>		
Agreed Actions	Responsible Officer	Target Completion Date
<ul style="list-style-type: none"> • Introduce a Basic Corporate Card Handover & Destruction Record Maintain a simple log, signed by the cardholder and Finance Officer, to evidence handover and destruction of cards in line with the Organisational Practice. • Include Corporate Card Return in the Staff Exit Clearance Add a single checkbox confirming the return of the corporate card before employment separation is finalised. 	<ul style="list-style-type: none"> • Corporate Services. • Manager of Finance. 	
Audit log ref		Date Issued to ELT and CEO
		13 Jan 2026



Annexure 1-Assesment of adequacy and effectiveness of control against Better Practice Guidance of WA Auditor General

Control assessment was carried out per the Better Practice Guidance Provided by WA Auditor General. This guidance has been developed in par with regulatory requirements and better practices

Purchasing Card Management	Controls	Review of SOA Controls. (Red text indicates points of concerns)	Management Response
<p>Issue of CCC</p> <p>Outcome Cardholder eligibility and operational need is established, an application is appropriately approved, and the cardholder is made aware of their legal obligations and responsibilities</p>	<p>cardholder has appropriate financial delegation to incur expenditure. Delegations should also be set for certain types of expenditure</p>	<p>The Shire has confirmed, based on advice from WALGA (email dated 3 November 2025), that the Office of the Auditor General’s (OAG) reference to a need for a “delegation” to incur expenses using corporate credit cards is erroneous. WALGA clarified that:</p> <ul style="list-style-type: none"> • Executing a transaction using a purchasing or corporate card constitutes incurring a liability under Regulation 5(e) of the <i>Local Government (Financial Management) Regulations 1996</i>; • The cardholder is responsible for providing evidence of the proper incurrance of that liability through the acquittal process – also under Regulation 5(e); and • The payment of the liability is made by a person with delegated authority in accordance with Regulation 12(1)(a). <p>Accordingly, the Organisational Practice – Corporate Credit Cards,</p>	



		approved by the Chief Executive Officer, provides the necessary authorisation for cardholders to incur liabilities and outlines the process for acquittal through the ExpenseMe system, consistent with the requirements of Regulation 5(e).	
	an application form is appropriately approved	Per the Organisational Practice – Corporate Credit Cards, no internal application process exists for issuing corporate cards. The Director Corporate Services has advised that the Bank’s Corporate Credit Card Application process is considered the application mechanism; however, no such application forms were provided for review when requested.	Completely disagree. Each and every cardholder completes a Cardholder Agreement and receives a copy of the Council Policy and Organisational Practice before a Corporate Credit Card is Ordered. Following this an online link is sent from the CBA to complete the identification requirements required by Australian Banking Institutions. The Cardholder Agreement has details of Limit and Maximum Transaction Value that will apply.
	card limits are based on cardholders need	Card limits are reviewed and approved annually.	
	cardholder and their manager signs agreement that clearly sets out legal obligations and	Per the Organisational Practice Appendix 2- Corporate Transaction Card Employee Agreement and Approval, there are 12 conditions for card holder to acknowledge and authorised by CEO/ DCEO or Directors.	



	responsibilities and the purposes for which a card may or may not be used		
	Cardholder acknowledges that they understand and will comply with purchasing card policy and procedures	Per the Organisational Practice Appendix 2- Corporate Transaction Card Employee Agreement and Approval, there are 12 conditions for card holder to acknowledge.	
	cardholder receives training on procedures and requirements	<p>The Organisational Practice – Corporate Credit Cards together with the Appendix depicts the practices and conditions.</p> <p>There is no specific training program for Corporate Credit Card obligations, conditions, or restricted practices as outlined in Annexure 2 of the Organisational Practice. Cardholders rely solely on the ExpenseMe system's online guidance, which does not address key requirements such as prohibited transactions, documentation standards, or cardholder responsibilities.</p>	<p>Completely disagree with this statement.</p> <p>As has been stated several times, the Expense Me Management System is relatively easy to use and once they receive a card they are provided with access and then when transactions appear they are shown how to process and code accordingly. Prior to ordering card they are also required to acknowledge the terms and conditions of use.</p> <p>If any individual cardholder has any issues they have an abundance of online Expense Me material or are provided with One on One training as required.</p>



	<p>card administrator updates the purchasing card register with key cardholder information</p>	<p>Per the Organisational Practice – Corporate Credit Cards clause 21, the manager Finance or their delegate shall maintain a separate register of all corporate credit cards including below:</p> <ul style="list-style-type: none"> (a) Name of the Credit Provider; (b) Credit limit for all cards; and (c) Each cardholder’s details: <ul style="list-style-type: none"> (i) Name; (ii) Position title; (iii) Card number; (iv) Card verification number (CVV); (v) Date issued; (vi) Card expiry date; (vii) Maximum monthly credit limit; (viii) Transaction limit; and (ix) Expenditure restrictions (if applicable). <p>However, the register required under clause 21 of the Organisational Practice is not maintained. Instead, management relies on the banking system as the card register. While this provides certain cardholder and account details, it does not contain all mandatory information specified in the Organisational Practice (e.g., CVV) and other important information (Like Card Handover, Destruction Etc). As a result, the current practice is not consistent with the Organisational Practice and does not meet its stated requirements.</p>	<p>Maintaining this information in a Manual Register exposes the Shire to additional risk under the proposed PRIS legislation.</p> <p>All this information is able to be sourced from either the CBA Card Management System or the Expense Management System.</p> <p>A manual register would be a duplication of effort and not considered necessary.</p>
<p>Use of CCC Outcome</p>	<p>purchases should be within the transaction</p>	<p>The Organisational Practice – Corporate Credit Cards Appendix 2-Section C</p>	



Purchases are for business use, and are properly reviewed and approved in accordance with the purchasing card policies and procedures	and card limits. They should not be split to circumvent these limits	explicitly does not allow to split transactions.		
	entity sets out appropriate delegations for approval of expenditure	<p>The Organisational Practice –Corporate Credit Cards, Appendix 1 shows the approver and transaction limits.</p> <p>Based on the WALGA confirmation email dated 3 November 2025, there is no requirement for a formal “delegation” in relation to the use of corporate credit cards. The WALGA guidance clarifies that cardholders incur liabilities under Regulation 5(e) of the <i>Local Government (Financial Management) Regulations 1996</i>, not under a delegation made pursuant to section 5.44 of the <i>Local Government Act 1995</i>.</p> <p>However, the CEO has authorised the <i>Organisational Practice – Corporate Credit Cards</i> as the governing procedure under Regulation 5(e), establishing the approved system and authorisation framework for the issue, use, and acquittal of corporate credit cards within the Shire. designations allow to approve the transactions.</p>		
	timely review and approval of transactions: cardholder: reviews statements to	Per the Organisational Practice –Corporate Credit Cards Appendix 2- Section B Point 6: Cardholder is responsible for ensuring all transactions are reconciled within 5 days of the transaction date in the		<p>The five days mentioned in the Organisation Practice as a guide to staff.</p> <p>Operationally the critical date is for</p>



	<p>ensure accuracy of reported purchases, attaches adequate supporting documentation, codes purchases and provides sufficient details to identify the purchase</p> <p>cardholder's direct manager: reviews and approves purchases to ensure appropriate business use, consistency with cardholder's role and responsibilities, and compliance with policies and guidelines</p>	<p>Shire of Ashburton's Expense Management System.</p> <p>However, several instances (7 out of 30 Sample Transactions) were identified where the "Verified" date recorded in the ExpenseMe system occurred more than five days after the transaction date, contrary to the five-day reconciliation requirement in the Organisational Practice.</p> <p>Per the Organisational Practice –Corporate Credit Cards Appendix 1, it has established the approver as the direct manager and specific approvers.</p>	<p>all transactions for a month to be entered so that at month end the global direct debit is completely reconciled.</p> <p>In the 18 months this system has been operated, Accounts Payable have ensured that this has occurred on each and every occasion.</p>
	<p>review and approval processes have adequate documentation</p>	<p>ExpenseMe system shows below actions with designation, date and time: Created – This is the date bank feed passed banking information in to the ExpenseMe system.</p> <p>Verified- This is the date that the card holder reconciled with supporting documents</p> <p>SVApproved – This is the date that the cardholders</p>	



		<p>direct manager approved the transaction</p> <p>FOApproved – This is the date that the finance approved the transaction to post to GL</p> <p>Posted – This is the date that the transactions were posted to the GL</p>	
	processes to repay any personal purchases	Per the Organisational Practice –Corporate Credit Cards Appendix 2- Section B Point 10, cardholder is supposed to repay any personal expense back to shire or allow to make a payroll deduction.	
	guidance for purchases where cards are not physically present such as online telephone and internet purchases	<p>Per the Organisational Practice –Corporate Credit Cards, conditions where transactions are related to internet or telephone are shown below.</p> <p>“Purchases through the internet should be restricted to trusted, secure sites. PayPal and AfterPay must not be used.”</p> <p>“For transactions undertaken through the telephone or internet, an invoice and receipt must be obtained, outlining the purchase transaction details. In circumstances, where no invoice or receipt is available, comprehensive transaction details, such as transaction date, payee details (name; address; ABN; GST incl) must be provided to support the payment made.”</p> <p>However, 4 (Out of 2697 transactions) were</p>	<p>I have explained to the Internal Auditor multiple times that the PayPal restriction was corrected as soon as it was identified that PayPal had been used and it was reinforced in the Organisational Practice.</p> <p>There is nothing extra required from a procurement perspective around subscription/recurring payments.</p> <p>In fact the use of Credit Cards is encouraged for this uses for its operational efficiency.</p> <p>With any subscription</p>



		<p>identified that were processed through PayPal, despite the Organisational Practice expressly prohibiting its use for online purchases.</p> <p>In addition, subscription-based payments were observed with no evidence of pre-approval or formal identification of these recurring merchant-initiated transactions, limiting transparency and oversight of ongoing commitments.</p>	<p>payment it still has to fall within the individual card restrictions in terms of limit and transaction amount.</p>
	<p>treatment of reward schemes and loyalty programs as purchasing cards should not be used to gain a personal benefit</p>	<p>The Organisational Practice – Corporate Credit Cards does not identify or prohibit the use of reward or loyalty programs, and the Cardholder Agreement similarly contains no clause preventing cardholders from accruing personal benefits.</p> <p>However the Council Policy -Corporate transaction Cards prohibits the use of rewards systems in purchases. This make the non consistent implementation of policy and organisational practice.</p>	<p>There is no requirement for this to be in the Organisational Practice. It is clearly in the policy.</p> <p>This is not a significant finding particularly references to the Shire's adopted Risk Reference Tables.</p>
	<p>procedures for when a cardholder is on leave to ensure card security</p>	<p>Per the Organisational Practice –Corporate Credit Cards, point 6 (c) below condition exists:</p> <p>Prior to a cardholder taking leave for a continuous period greater than one month, the corporate credit card is to be handed over to the Manager Finance, for safekeeping until their return.</p>	<p>The current control and process of placing in the Petty Cash Tin and locked in the Tom Price Admin Building Safe is considered adequate.</p>



		<p>Cards are stored in secure vault in such instances.</p> <p>However, no records are maintained to document the handover or return of corporate credit cards in these circumstances.</p>	
<p>Cancellation of CCC</p> <p>Outcome Timely cancellation of purchasing cards to prevent unauthorised purchases and unnecessary card fees</p>	<p>immediate cancellation once a cardholder exits or has a change in employment requirements</p>	<p>Cards are cancelled in the Banking System at the termination of the employment of a card holder and destroy the card.</p> <p>Card handover is not documented as part of the staff exit clearance process.</p>	<p>Cards can be immediately deactivated due to the Shire having direct access to the CBA Card Manager System.</p> <p>Consideration of an improvement will be considered in this area as part of implementing the HR Module within Technology 1 in Phase 2 of the ERP process.</p> <p>The control at present however is fully effective.</p>
	<p>cardholder returns card to the administrator</p>	<p>Cards are handed over back to Finance.</p>	
	<p>cards should be destroyed, and evidence of destruction recorded</p>	<p>No records are maintained to verify the destruction of cancelled cards..</p>	<p>Again the OAG is referencing a manual system unaware that the Shire has both an Expense Management System and direct access to CBA Card Management System. The cards are deactivated within Card Manager and there is a complete audit trail to verify this. A note can also be placed on</p>



			the Card Manager System to evidence card has been destroyed.
	administrator enters cancellation and destruction information in cardholder register	No handover or destruction records are maintained within the Banking System register.	
<p>Oversight of CCC Outcome</p> <p>Regular monitoring and reporting to provide management with insights into use and the effectiveness of controls and to address shortcomings in a timely manner. Evidence of reviews should be retained</p>	<p>Examples of monitoring and reporting include:</p> <p>Continuously :</p> <p>disclose information about each purchasing card transaction in a payment listing to council and in council minutes</p> <p>record instances of personal use, inappropriate use, and disputed and fraudulent transactions. Take corrective action when required assess the timeliness of reviews and approvals by cardholders and managers,</p>	<p>Card Transactions are disclosed to Council in Council Minutes at merchant level.</p> <p>There are 8 (Out of 2697 transactions) Personal transactions recoded during the engagement period amounting to \$292.01 and cardholders have paid back within 10 days as required by Organisational Practice – Corporate Credit Cards.</p> <p>The verification of transactions are conducted within 5 days by the cardholder in the ExpenceMe system.</p>	<p>The implementation of an Expense Management System that goes through multiple approvals and checking processes ensures that monitoring is happening continuously and at a very high level.</p> <p>This is evidenced by the identification of a small number of accidental personal use transactions compared to the total volume of transactions.</p> <p>The process also ensure quick correction and repayment of any personal use.</p>



	and act when timeframes are not met o provide reports to managers on usage within their areas to assess operational need reinforce requirements to cardholders and approvers		
	<p>Annually:</p> <p>identify inactive or under-used cards that may require cancellation</p> <p>review appropriateness of transaction and card limits</p> <p>audit and update purchasing card registers</p> <p>review relevance and effectiveness of policies and procedures as part of an annual risk assessment</p>	<p>An annual card limit review has been conducted by the director corporate services and approved by CEO on 15 July 2025.</p> <p>Organisational Practice – Corporate Credit Cards have also been reviewed and updated as part of the annual limit review.</p>	
	<p>Periodically:</p> <p>sample test transactions</p>	<p>Card transactions are checked by the finance at each month end and post to the ledger.</p>	<p>The degree of ongoing scrutiny of transactions through the</p>



	<p>for appropriate business use and compliance with policies and procedures</p> <p>analyse usage and supplier patterns to inform procurement practices</p> <p>review purchasing card policy against operational guidelines and better practice principles</p> <p>review the appropriateness and effectiveness of financial management systems and procedures as required by legislation</p>	<p>There is no separate sample testing or analysis performed outside the routine monthly processing. Additionally, no independent random audits are undertaken, despite this requirement being specified in the Organisational Practice – Corporate Credit Cards (Appendix 2, Section B – Cardholder Agreement/Acknowledgement).</p>	<p>ExpenseMe System has been deemed as necessary.</p> <p>The Reference to the 'Regular Audits' is more than adequately covered by the high level of scrutiny on each and every transaction.</p> <p>The External Auditors also perform random checks on Corporate Credit Card Transactions during the External Audit.</p>
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Annexure 2-Control Effectiveness Ratings Criteria (SOA Risk Management Framework)

RATING	DESCRIPTOR
Effective	No control gaps. The control is influencing the risk level and only continued monitoring is needed.
Mostly Effective	Few control gaps. The control is influencing the risk level however, improvement is needed.
Partially Effective	Some control gaps that result in the control having limited influence on risk level.
Not Effective	Significant control gaps that result in the control not influencing risk level.

Internal Audit
Department
Shire of Ashburton



shire of Ashburton
opportunity to community



Agenda Item 6.5 - Attachment 1

Proposed Fraud and Corruption Control Plan



Fraud and Corruption Control Plan

2026-2028



Endorsement record

Office use only			
File reference	CM16		
Previous reference	2038735		
Relevant delegations	Nil		
Endorsement / amendment method	Chief Executive Officer		
CEO endorsement	Date		Record #
	Date		Record #
	Date		Record #
	Date		Record #
Amendment record	Date		Record #
	Date		Record #
	Date		Record #
	Date		Record #
Review frequency	2 years		
Last review			
Document Responsibility			
Responsible Directorate	Corporate Services		
Responsible Business Unit	Corporate Services		
Responsible Officer	Director Corporate Services		

DRAFT



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1. Introduction

The Shire of Ashburton (Shire) understands that earning and maintaining community trust is essential for the good governance of our community. Fraud and corruption are illegal activities, and the Shire adopts a zero-tolerance attitude towards fraud, misconduct and corruption. Fraud and corruption can be damaging to the Shire through financial loss, loss of public confidence (either perceived or real), reputational damage and adverse publicity. The Shire is therefore committed to best practice fraud and corruption prevention.

The Shire's two Codes of Conduct guide elected members, committee members and employees to determine the appropriate and acceptable ethical standards of behaviour in terms of actions and decisions they make in performing their duties. Elected members, committee members and employees must not engage in practices that constitute fraud or corruption.

This Fraud and Corruption Control Plan (Plan) establishes the foundation for a range of control initiatives designed to mitigate risks open to possible fraud and corruption. It has been formulated in accordance with the principles outlined in Australian Standard AS8001-2021 Fraud and Corruption Control and Council Policy – Fraud and Corruption.

The Plan outlines the Shire's approach to fraud and corruption prevention, deterrence and detection and sets out the standards of accountability that the Shire expects of elected members, committee members and employees to minimise opportunities for fraud or corrupt conduct.

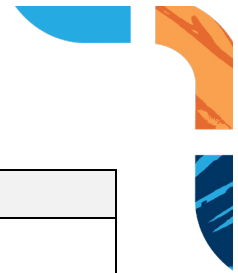
In summary, the Plan's objectives are to:

- support high standards of professional conduct and honest and ethical behaviour within the organisation
- minimise the risk of fraudulent practices or corrupt conduct occurring within and being perpetrated against Council
- protect the Shire's assets, public image and reputation
- ensure an ethical culture is enshrined within the organisation
- establish the Executive Leadership Team's commitment to identify fraud risk exposures and establish procedures for prevention, detection and response
- ensure elected members, committee members and employees are aware of their responsibilities in relation to ethical conduct
- detail how the Shire deals with suspected fraud and corrupt conduct through risk management practices
- provide guidance on how suspected instances of fraud or corrupt conduct are managed and dealt with by the Shire.



2. Definitions

Term	Meaning
Act	<i>Local Government Act 1995.</i>
Administration	Includes senior employees and other employees of the local government, led by the CEO.
Audit	The inspection or examination of a Shire activity or facility to evaluate or improve its appropriateness, efficiency or compliance.
Business Unit	A functional work group of the organisation that consists of a manager and employees that perform particular functions of the Shire.
CEO	The Chief Executive Officer is the most senior employee in the Administration. The CEO is appointed by and directly accountable to the Council.
committee member	Members of a committee appointed by Council.
Coordinator/Supervisor	An employee of a business unit that has supervisory or leadership responsibility of a team of employees that deliver a service or function by the Administration to the community.
Council	The elected members meeting as a Council under the Act.
Committee	A Committee of Council established by Council under the Act and constituted by elected members, employees and/or members of the public.
Council meeting	A meeting of Council conducted in accordance with the Act.
Department	The State government department responsible for local government.
Director	A senior management position in the administration engaged by and directly responsible to the CEO.
Elected members	The Shire President and Councillors of the Shire.
employee	A person employed by the local government in accordance with the Act.



Term	Meaning
Executive Leadership Team (ELT)	The CEO and Directors.
Local government	A body corporate established under the Act.
Manager	An employee in the organisation directly accountable and responsible for a business unit of the Administration.
Shire	The local government of the Shire of Ashburton and includes the Council and the Administration.
senior management	Means the CEO, Directors and Managers.

3. Defining fraud and corruption

3.1 Fraud

Fraud, as defined within AS 8001:2021 Fraud and Corruption Control Standards, is a “Dishonest activity causing actual or potential gain or loss to any person or organisation including theft of moneys or other property by persons internal and/or external to the organisation and where deception is used at the time, immediately before or immediately following the activity.”.

Fraud includes any practice that involves deceit or other dishonest means by which a financial or personal benefit is obtained.

Any fraud has the potential to be misconduct, or serious misconduct.

Fraud can take many forms, including (but not limited to):

- theft or obtaining property, financial advantage or any other benefit by deception;
- false timesheets, sick or annual leave claims;
- providing false or misleading information or failing to provide information where there is an obligation to do so;
- causing a loss or avoiding or creating a liability by deception;
- making, using or possessing forged or falsified documents;
- unlawful use of computer systems, vehicles, telephones and other property or services; and
- manipulating expenses or salaries.



3.2 Corruption

Corruption, as defined within AS 8001:2021 Fraud and Corruption Control Standards, is “Dishonest activity in which a person associated with an organisation (e.g. elected member, employee or contractor) acts contrary to the interests of the organisation and abuses their position of trust to achieve personal advantage or advantage for another person or organisation. This can also involve corrupt conduct by the organisation, or a person purporting to act on behalf of and in the interests of the organisation, in order to secure some form of improper advantage for the organisation, either directly or indirectly.”.

Corrupt conduct tends to show a deliberate intent for an improper purpose and may involve activities such as:

- the deliberate failure to perform the functions of office properly;
- the exercise of a power or duty for an improper purpose; or
- dishonesty.

Corruption is a form of misconduct which can take many forms, including (but not limited to):

- abuse of public office;
- blackmail;
- bribery, including bribery in relation to an election;
- deliberately releasing confidential information;
- extortion;
- obtaining or offering a secret commission;
- fraud or stealing;
- forgery;
- perverting the course of justice;
- an offence relating to an electoral donation; or
- falsification of records.



3.3 Organisational examples of fraud and corruption

Fraud and corruption can occur across all aspects of the Shire’s operations, including decision-making. The below table provides some examples of the type of fraudulent or corrupt activities that could occur in various operations at the Shire:

Business Activity	Example
ICT assets and security	<ul style="list-style-type: none"> • Misappropriation, or the unauthorised or unlawful destruction of data • Unauthorised or unlawful alteration of data • Sharing of usernames and passwords • Theft of ICT equipment
Regulatory/legislative compliance	<ul style="list-style-type: none"> • Providing false or misleading information • Failing to provide information where there is a legal obligation to do so • Failing to issue fines or other sanctions
Personnel records/confidential information/privacy	<ul style="list-style-type: none"> • Use or disclosure of personal information for an improper purpose • Unauthorised or unlawful alteration of personal information • Providing false qualifications or licences to indicate proficiency
Salaries, wages, allowances	<ul style="list-style-type: none"> • Payments to phantom employees • Payment to an employee for tasks not performed such as overstating hours worked on a timesheet • Payment to an employee for skills they do not have • Failure to record leave days taken on the system
Contract management	<ul style="list-style-type: none"> • Accepting bribes and/or kickbacks from suppliers • Negligent or deliberate mismanagement of contracts which may include non-compliance with contract schedules or rates, misrepresentation of dates, description of services or identities of contract providers • Incorrect charging for labour and material, misuse of assets or product substitution (substituting a product for one of lesser quality)



Business Activity	Example
Tendering	<ul style="list-style-type: none"> • Failure to comply with tender procedures • Manipulating a tender process to achieve a desired outcome • Unauthorised or improper release of pricing or other tendering information
Purchasing cards	<ul style="list-style-type: none"> • Use of purchasing card to buy goods or services for personal use
Purchases and accounts payable	<ul style="list-style-type: none"> • Failure to comply with procurement procedures • Invoice and purchase order splitting to circumvent procedures or delegation levels • Creation and payments made to ghost suppliers
Conflicts of interest	<ul style="list-style-type: none"> • Receiving a personal benefit for assisting a person or entity to gain work or business with the Shire • Failing to actively manage a disclosed conflict of interest • Allowing a conflict of interest to undermine independence of decision making

4. Roles and responsibilities

Elected members, committee members, the ELT and all employees have a responsibility to take appropriate action to prevent fraud and corrupt conduct and report suspected fraud and corruption when they become aware of such activity.

The following table details some of the responsibilities various roles and individuals play in managing fraud and corruption at the Shire:

Roles	Responsibilities
Council	<ul style="list-style-type: none"> • Determines and sets the Shire's risk appetite for fraud and corruption • Approve key organisational documents relating to risk, compliance and integrity, including the Code of Conduct for Council Members, Committee Members and Candidates, and the Shire's policies • Receive reports from the Audit, Risk and Improvement Committee in relation to risks, compliance and integrity oversight matters



Roles	Responsibilities
Audit, Risk and Improvement Committee (ARIC)	<ul style="list-style-type: none"> • Oversee Shire’s risks, compliance, integrity management and internal audit, including the implementation of the Shire’s Risk Management Framework • Receive and review regular reports on the management of risks, compliance and integrity at the Shire • Advise and make recommendations to Council on matters relating to the Shire’s risk, compliance and integrity oversight
Elected members	<ul style="list-style-type: none"> • Model leadership and conduct that aligns with the Shire’s values and commitment to integrity • Demonstrate ethical standards of behaviour and decision-making across all activities
CEO	<ul style="list-style-type: none"> • Model leadership and conduct that aligns with the Shire’s values and commitment to integrity • Lead and raise awareness supporting the culture of responsible risk, compliance and integrity management • Ensure the implementation of the Shire’s Fraud and Corruption Control Plan • Ensure sufficient resources are made available to identify, manage, detect and respond to fraud and corruption risks and incidents • Designate an employee as the Public Interest Disclosure Officer • Designate a senior employee as Complaints Officer in accordance with the <i>Local Government Act 1995</i> • Ensure the Shire complies with the notification and investigation requirements of the <i>Corruption, Crime and Misconduct Act 2003</i>, <i>Public Interest Disclosure Act 2003</i> and the <i>Local Government Act 1995</i>



Roles	Responsibilities
ELT	<ul style="list-style-type: none"> • Model leadership and conduct that aligns with the Shire’s values and commitment to integrity • Oversee and monitor the Shire’s corporate governance, including risk, compliance, business continuity, privacy and integrity management • Review and consider reports across all corporate governance areas that are presented to the ARIC and Council • Evaluate and review integrity management, ensuring the Shire has appropriate processes and systems in place
Director Corporate Services	<ul style="list-style-type: none"> • Oversee the implementation of the Shire’s Risk Management Framework, Council Policy – Fraud and Corruption and Fraud and Corruption Control Plan
Manager Governance	<ul style="list-style-type: none"> • Develop the Shire’s corporate governance frameworks including risk, compliance, business continuity, privacy and integrity management • Coordinate the review of the Fraud and Corruption Control Plan
Manager Organisational Development	<ul style="list-style-type: none"> • As the designated custodian, implement and review the Shire’s Employee Code of Conduct and other related policies, organisational practices, processes and procedures in consultation with Corporate Services • Facilitate fraud and corruption training and awareness activities and programs • Investigate and manage fraud and misconduct matters as required
Internal Auditor	<ul style="list-style-type: none"> • Implement and report on the performance of the Shire’s strategic and annual internal audit plan



Roles	Responsibilities
Managers / Coordinators / Supervisors	<ul style="list-style-type: none"> • Demonstrate commitment to risk, compliance and integrity management and maintain a culture that fosters responsibility, accountability and integrity • Identify, manage, review and report on fraud/corruption risks in line with the Shire's Risk Management Framework, policies, organisational practices and processes • Reports suspected fraudulent or corrupt incidents or behaviour • Ensure training and awareness of the Shire's Employee Code of Conduct, integrity, ethics and this Plan
Employees	<ul style="list-style-type: none"> • Take responsibility for and actively promote the importance of the Shire's risk, compliance and integrity processes, encouraging others to apply it and achieve positive results from it throughout their work • Demonstrate ethical standards of behaviour and decision-making across all activities • Comply with the Employee Code of Conduct, policies, organisational practices and processes and any other related controls. • Report suspected fraudulent or corrupt incidents or behaviour • Ensure awareness of misconduct risks that relate to their areas of responsibility

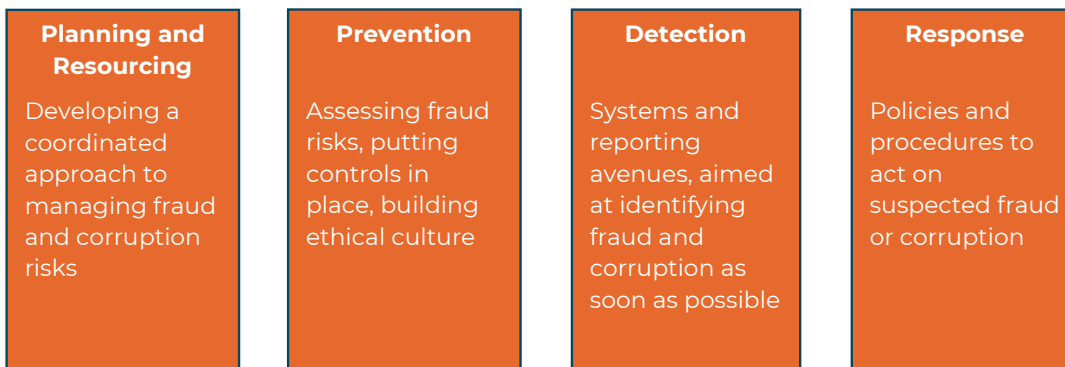
5. Fraud and corruption control framework

Not all fraud or corrupt activities can be prevented – every organisation, public or private, is vulnerable. However, a robust and rigorous fraud control system, with appropriate prevention and detection processes, can reduce the risk of fraud and corruption occurring and minimise losses.

The Australian Standard AS 8001 – 2021 – Fraud and Corruption Control states that “organisations shall develop and implement a Fraud and Corruption Control System incorporating the organisation’s approach to controlling fraud and corruption exposures at strategic, tactical and operational levels”.



In view of this the Shire has categorised its fraud and corruption controls into the following key elements of its fraud control system:



5.1 Planning and resourcing

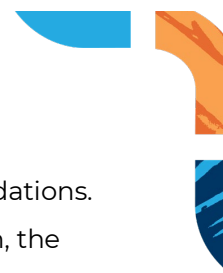
5.1.1 Program of planning and review

The Act requires that all local governments establish an ARIC. An ARIC plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

In 2019, the Western Australian Auditor General’s Office tabled a report on *Fraud Prevention in Local Government*. The audit found that many local governments have not assessed their fraud risks, and do not have comprehensive fraud management plans and programs in place.

The recommendation of the Auditor General was that local governments should:

- assess fraud risks across their business.
- develop a Fraud and Corruption Control Plan and review it at least once every two years.
- develop and implement a periodic fraud awareness training program for all employees.
- ensure that all conflicts of interest are recorded, assessed and appropriate management plans are in place.
- have policies and procedures in place to verify the identity and integrity of employees and suppliers.
- document clear internal processes and systems to report any potential fraud, that include anonymous reporting.
- collect and analyse information received about potential fraud to identify any trends or emerging issues.



This Plan is designed to achieve compliance with each of these recommendations.

This Plan will be reviewed every two years by the CEO. In reviewing the Plan, the CEO shall give regard to:

- significant changes in business conditions.
- strategies arising out of recently detected fraud or corruption control incidents.
- results of fraud and corruption risk assessments completed.
- changes in fraud and corruption control practices.
- resourcing requirements.
- any identified changing nature of fraud and corruption within the sector.

5.1.2 Resourcing

The CEO is responsible for implementation of this Plan and will report annually to the ELT and the ARIC, on the progress of delivery on the actions from this Plan as detailed in Appendix 1.

The Shire is committed to allocating the required resources across the organisation to ensure it has appropriate controls in regard to fraud and corruption. Resources will be made available to:

- implement the initiatives and actions detailed in this Plan.
- undertake fraud and corruption risk assessments.
- deliver organisational training and awareness.
- review incident reports.
- undertake investigations.

The CEO will ensure an adequate organisational structure is in place in terms of controlling fraud and corruption and where required, engage or procure external assistance to support the delivery of any aspects of this Plan.

5.2 Prevention

The risk management processes, and internal control environment create the discipline and mechanisms to ensure that risks are identified, and appropriate controls are in place to minimise the risks. Reporting to, and oversight by the ARIC ensures the processes remain effective.



Western Australian legislation, including the *Local Government Act 1995*, *Corruption, Crime and Misconduct Act 2003* and other relevant Acts and Regulations regulate and prohibit misconduct by employees and elected members. The Shire also has a number of policies, organisational practices and procedures relevant to the prevention and detection of fraud and corruption such as (but not limited to):

- Employee Code of Conduct
- Code of Conduct for Elected Members, Committee Members and Candidates
- Public Interest Disclosure Guide and procedure
- Statement of Business Ethics
- Council Policy – Fraud and Corruption
- Council Policy – Risk Management
- Council Policy – Corporate Transaction Cards
- Council Policy – Purchasing and Procurement.

Notwithstanding the Shire's policies and procedures that are in place, it is essential that the Shire's ELT establish the right culture, by exercising and demonstrating high levels of integrity in the execution of their roles and functions while at the Shire.

5.2.1 Understanding the risk

The identification and management of fraud related risks is an integral part of the Shire's risk management activities. In accordance with the Shire's Risk Management Framework, the process commences with an exposure analysis to identify the areas of the business (i.e. service activities and responsibilities) which may be exposed to the risk of fraud or corruption.

In assessing the vulnerabilities across the Shire, consideration is given to the service areas of the Shire where employees have access to items of "value" such as:

- money;
- assets;
- decisions;
- influence;
- information; or
- data.



5.2.2 Fraud risk assessments

As per the Shire’s Risk Management Framework, a fraud risk assessment is a dynamic process for identifying and assessing fraud risks relevant to the organisation. Fraud risk assessments address the risk of fraudulent financial reporting, fraudulent non-financial reporting, asset misappropriation and corruption (including illegal acts and non-compliance with laws and regulations).



Diagram: Organisational risk assessment process.

A thorough understanding of business processes and procedures enables the identification of inherent fraud risks within the operations of the organisation. Fraud and corruption risks can occur both internally and externally.

Each Business Unit within the Shire is required to assess potential fraud and corruption risks at a service level as part of its risk management activities. The risk is assessed based on reputational, financial, regulatory compliance, and health and safety impacts.

As part of this Plan and the Shire’s service planning process, further analysis/assessments are to be conducted annually by senior management, with input from all employees, to identify specific fraud and corruption risks.

5.2.3 Fraud and corruption risk controls

The risk assessment process identifies the controls in place, or that need to be put in place, to minimise the risk of fraud and corruption.

The Shire’s fraud/corruption risk controls can be grouped into the below categories:

- **Elimination** – Avoiding risks by eliminating the opportunity or the benefit.
- **Shire policies, procedures, processes** – Documents and processes implemented to provide a framework/instructions and guidance. These controls ensure that actions align with the Shire’s values/principles and meet legislative requirements.
- **Systems and organisational practices** – Systems, measures and practices implemented within the Shire to manage its operations, data and resources. They are designed to ensure the integrity, efficiency and reliability of systems and processes.

5.2.4 Monitoring, review and oversight

Service Fraud/Corruption Risk Assessments are reported to the relevant Director and the ELT, with high-level reporting provided to the ARIC through the Enterprise Risk Register.



Additionally, the ARIC has oversight of integrity matters via the following reporting:

- A high-level statistical report from the Internal Audit function on any misconduct matters is provided as required.
- Annually, a copy of the Integrity and Conduct Annual Collection Survey, conducted by the Public Sector Commission is provided to the ARIC. The data collected provides a summary of activity across a range of integrity and conduct functions including the Shire's integrity environment. It includes questions surrounding code of conduct and integrity training, reporting conduct, notifying misconduct under the *Corruption, Crime and Misconduct Act 2003*, discipline processes, public interest disclosures and grievance management.
- Oversight of the Shire's internal audits conducted including relevant actions arising from the audit investigations.

5.2.5 Raising awareness

Awareness and training initiatives are vital for maintaining organisational integrity. As fraud and corruption becomes more sophisticated, prevention is key. This requires effective communication and targeted training for all elected members, committee members and employees to raise awareness of fraud and corruption risks. Such initiatives empower employees to identify and respond to suspicious activities, thereby preventing and addressing misconduct more effectively.

These initiatives are aimed at enhancing organisational resilience and empowering employees with the essential knowledge and tools to identify, prevent and report fraud and corruption within the Shire.

Awareness of the Shire's approach to detect and manage fraud and corruption, will be made available to employees through the following:

- All new employees will be required to complete mandatory code of conduct training and will be required to acknowledge that they understand and will abide by the Code's requirements.
- Employees are required to complete refresher training on an annual basis.
- Secondary employment declarations are to be made by all new employees and throughout their period of employment as and when circumstances change.
- The Shire implements training and awareness programs to raise awareness on key documents and employee obligations.
- Fraud and corruption awareness training will be conducted on a regular basis.
- Any substantive changes in the Shire's Codes of Conduct, organisational practices or procedures, will be communicated to all employees as required.



Additionally, and following the biennial local government elections, the elected members induction program will include aspects of conduct and integrity awareness, and the Shire's approach in minimising fraud and corruption, including aspects of this Plan.

5.3 Detection

To ensure the Shire is in the best position and ready to detect fraud and corruption, adequate detection systems need to be in place. The majority of fraud events are detected via a tip off from an employee or an external party. Other valuable detection mechanisms include management oversight and review, as well as internal and external audits conducted from time to time.

The Shire has a clearly defined process for reporting any suspicious behaviour or allegations of fraud, corruption and misconduct, which ensures confidentiality. The reporting mechanisms include via a Public Interest Disclosure, to either the CEO or nominated Public Interest Disclosure Officer. The Shire also has a dedicated email address where allegations of fraud and corruption can be made (conduct@ashburton.wa.gov.au).

Independent assurance is provided via the internal audit function. The internal audit plan is developed based on the Shire's risk profile. As part of the development of the annual internal audit program, the ARIC will consider opportunities to undertake proactive fraud and corruption detecting activities that might include:

- **Post transactional reviews** – A review of transactions after they have been processed. This option may identify or uncover altered documents or missing documentation, falsified or altered authorisation or inadequate documentary support.
- **Data based analysis and investigations** – The application of software and techniques where a series of suspect transactions can be identified and then investigated which can identify anomalies at an early stage.
- **Analysis of management accounting reports** – Using relatively straight forward techniques in analysing management accounting reports. Trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.
- **Performance audits by the Office of the Auditor General** – Participation in an independent, objective, and systematic assessment of how well the Shire manages its activities, responsibilities, and resources.
- **External audits** – Comprehensive evaluations of the Shire's financial statements and operations, conducted by an independent third party. They also help identify areas for improvement in internal controls and financial reporting processes.



Other forms of detection may include:

- management reviews or exit interviews with employees;
- by accident;
- account reconciliation;
- document examination;
- IT controls;
- surveillance/monitoring;
- notification by law enforcement or other regulatory bodies; and
- confessions.

5.4 Response

Control activities cannot provide absolute assurance against fraud and corruption. As a result, the Shire has implemented processes for prompt, independent and confidential review, investigation, and resolution of instances of perceived or actual fraud and corruption.

Responses to fraud or corruption can be implemented or undertaken by the Shire in several ways.

5.4.1 Recovery of the proceeds of fraud or corruption

The Shire may initiate appropriate recovery action where there is established evidence of fraud or corruption and where the likely benefits of such recovery will exceed the funds and resources invested in the recovery action.

5.4.2 Professional indemnity and crime insurance

The Shire has Commercial Crime Protection coverage, which insures and indemnifies the Shire against the risk of loss arising from internal and external fraudulent conduct, subject to some limits.

5.4.3 Internal control review following discovery of fraud

Once a fraudulent or corrupt act has been identified, investigated and established, strategies and procedures will be implemented to mitigate future risk, including:

- disciplinary action and/or dismissal of employees involved in fraudulent conduct.
- review and alteration of existing processes and/or procedures.
- additional training for employees.
- improvements in the physical security of assets.



6. Reporting, investigation and recording

6.1 Reporting allegations

Allegations of fraud or corruption at the Shire can be made by elected members, committee members, employees, contractors, and members of the public at any time and such reporting is critical to the uncovering of fraudulent or corrupt behaviour. The reporting of suspected fraud and corruption is mandatory and can be made through one or more of the channels outlined below:

- through the dedicated email (conduct@ashburton.wa.gov.au).
- senior management at the Shire.
- Public Interest Disclosure (PID) Officer.
- Other external agencies such as the Public Sector Commission or the Corruption and Crime Commission.

6.1.1 Public Interest Disclosure Act 2003

The *Public Interest Disclosure Act 2003* facilitates the disclosure of public interest information, enabling anyone to make disclosures about improper or unlawful conduct within the State Public Sector and local government without fear of reprisal. The Shire's Public Interest Disclosure (PID) Guide and procedures provide:

- appropriate measures for the comprehensive investigation of such matters based on the principles of independence, objectivity, and fair due process (rules of natural justice).
- systems for internal reporting of all detected incidents.
- process for reporting the matters of suspected fraud and corruption to the appropriate enforcement agency.

The [PID Guide and procedures](#) are available on the Shire's website and will be reviewed biennially to ensure they continue to meet these objectives.

6.2 Investigations

The purpose of a fraud or corruption investigation is to gather evidence relating to specific allegations to determine the facts relating to the matter, and to assist in deciding what, if any, action should be taken in relation to the matter(s).

In most situations fraud investigations would be undertaken by the Police.

There may well be some situations where aspects of the investigation can be undertaken by the Shire (in accordance with the Shire's Council Policy - Complaints Management and internal Organisational Practice – Grievance and Resolution) or by external investigators as directed by the CEO.



All reported incidents of suspected fraud or corruption will be subject to a preliminary assessment by the Shire to determine whether the behaviour meets the threshold for reporting to the Corruption and Crime Commission. The assessment will be undertaken by either an employee or external consultant determined by the CEO.

6.3 Reporting and Incident Register

The Shire will report suspected fraudulent and corrupt conduct in accordance with the *Corruption, Crime and Misconduct Act 2003*, and to the Police where appropriate.

The CEO is obliged under section 28 of the *Corruption, Crime and Misconduct Act 2003* to report suspected serious misconduct (corruption) to the Corruption and Crime Commission as soon as practicable after becoming aware of it.

The CEO is also obliged under section 45(H) of the *Corruption, Crime and Misconduct Act 2003* to notify the Public Sector Commissioner of matters concerning minor misconduct.

The Shire is to ensure that all allegations and incidents of fraud and corruption that are reported and investigated are documented within a register with relevant information maintained in a Confidential File in the Shire's record keeping system.

The Incident Register must include the following minimum information:

- Date and time of report
- Date and time the incident was detected
- How the incident came to the attention of management
- The nature of the incident
- Value of loss (if any) to the entity
- Action taken following discovery of the incident.

The CEO will submit a report and a copy of the Incident Register to the ARIC on an annual basis.



Appendix 1 – Implementation Action Plan

The following table details various actions needed for the implementation of activities associated with this Plan, including responsibilities and any respective timeframes or frequency of implementation:

Action	Responsibility	Timeframe
Planning and Resourcing		
Establish an ARIC in accordance with the Act	Council	Following biennial local government elections
Appropriate resources allocated to the prevention, detection and response to fraud and corruption risks	CEO	Ongoing
Approve and review the ARIC Terms of Reference and ensure it includes responsibilities for the oversight of fraud and corruption controls and reporting	Council	Biennially
Prevention		
Acknowledge an understanding of the Code of Conduct, commitment to terms and conditions of employment and the Council's zero tolerance towards fraud and corruption. Secondary employment declarations to be made	All employees	On commencement
Include fraud and corruption awareness training within elected members induction program	CEO Manager Governance	Following biennial local government elections
Review and update: <ul style="list-style-type: none"> • Council Policy – Risk Management • Council Policy – Fraud and Corruption Control • Council Policy – Corporate Transaction Cards • Council Policy – Purchasing and Procurement • Risk Management Procedure – Strategic Risks 	Council	Biennially
Review and update: <ul style="list-style-type: none"> • Statement of Business Ethics • Public Interest Disclosure Guide and procedures • Risk Management Procedure – Enterprise (Operational) Risks 	CEO Director Corporate Services	Biennially



Action	Responsibility	Timeframe
Review and update Fraud and Corruption Control Plan	CEO Director Corporate Services	Biennially
Review and update Employee Code of Conduct	CEO Manager Organisational Development	Biennially
Include fraud and corruption message in periodic addresses to employees and any other relevant engagement opportunities	CEO	Biannually
Include performance measures and indicators relating to fraud and corruption control in performance agreements of senior management	ELT	30 June 2026
Responsibilities for fraud and corruption control to be included in employee job descriptions, where appropriate	Manager Organisational Development	30 June 2026
Include identified fraud and corruption risks and controls in the Enterprise Risk Register	Manager Governance	Ongoing
All employees attest their adherence to the Employee Code of Conduct and other fraud and corruption related policies, organisational practices and procedures	Manager Organisational Development	Annually
Maintain a risk based internal audit program that considers the results of the fraud and corruption risk assessment in its annual planning program	Internal Audit function	Annually
Complete the Public Sector Commission's Conduct Collection Survey and provide it to the ARIC for information	Manager Governance	Annually
Review and update Code of Conduct for Council Members, Committee Members and Candidates	Council	Biennially following local government ordinary elections



Action	Responsibility	Timeframe
Strategic/operational plans, policies and procedures will consider incorporating the management of fraud and corruption risks and controls as appropriate	Senior management	As required
Report on any misconduct, fraud and corruption matters to the ARIC	Internal Audit function	As required
Develop and implement a periodic fraud awareness training and education program for employees	Manager Organisational Development	Ongoing
Promote conduct@ashburton.wa.gov.au as the central point of contact for all fraud and corruption related matters with clear lines of responsibilities	Manager Organisational Development	Ongoing
Conduct pre-employment screening and background checks on all applicants selected for positions of "high risk" exposure	Manager Organisational Development	Ongoing
Statement of Business Ethics to be provided to all third parties with issued procurement documentation	Manager Governance	Ongoing
Detection		
Make available information including financial statements to the external auditor appointed by the WA Office of Auditor General	Manager Finance	Annually
Provide advice of fraud and corruption risks and internal control issues to the ARIC as part of enterprise risk reporting	Manager Governance	Annually
Receive Related Party Disclosure declarations from applicable persons as part of external audit of Annual Financial Statements	Manager Finance	Annually
Conduct regular reviews of third-party dealings including devising specific internal controls relating to third parties and supplier vetting processes	Manager Finance	Ongoing
Identify potential risks of fraud and corruption in systems and processes in their area and report all suspicions of fraud and corruption	All employees	Ongoing



Action	Responsibility	Timeframe
Maintain mechanisms promoting the awareness and reporting of fraud by the community as appropriate	Manager Governance	Ongoing
Ensure exit interviews include questions regarding fraud and corruption risks and any suspected fraudulent or unethical conduct	Manager Organisational Development	Ongoing
Response		
Submit a fraud and corruption update report to the ARIC, including a copy of the Fraud and Corruption Incident Register	Director Corporate Services	Annually
Coordinate a review of internal controls following a fraud or corruption incident	ELT Internal Auditor	As necessary
Update and maintain relevant registers relating to financial interests, gifts, primary and annual returns, electoral gifts, attendance at events	Manager Governance	Ongoing
Maintain a Fraud and Corruption Incident Register	Manager Organisational Development	Ongoing

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Agenda Item 6.5 - Attachment 2

Current Fraud and Corruption Control Plan



Fraud & Corruption Control Plan

Document Approval			
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EXECUTIVE SUMMARY

The Shire of Ashburton is committed to the prevention, deterrence, monitoring and investigation of all forms of fraud and corruption. Fraud and corruption can be damaging to Council through financial loss, loss of public confidence (either perceived or real), reputational damage and adverse publicity.

Council is the custodian of significant public funds and assets therefore it is important that the community has assurance that these are adequately protected from fraud and corruption.

Fraud and Corruption control forms part of Council's risk management framework. It is a risk that Council actively seeks to identify and limit its exposure to, by reducing the potential opportunity (risk likelihood) for fraud and corruption to occur.

This Fraud and Corruption control plan is to clearly document Council's approach to controlling fraud and corruption at both strategic and operational levels and is to be read in conjunction with the Shire's Risk & Opportunity Management Framework (Strategy) and relevant legislation.

BACKGROUND

Context

Elected Members (Councillors) and Council's administration are committed to policies and practices that prevent, deter and detect fraudulent and corrupt behaviour in the performance of Council activities.

The Western Australian Auditor-General has recommended all Councils adopt specific fraud control policies that address the risk of fraud and corrupt conduct.

The Shire of Ashburton has established an internal group which monitors, reports and guides the implementation of this policy.

The Finance Team and Governance Team provide reports on its activity to Council's Audit & Risk Management Committee.

Communication

This Plans contents are communicated across the organisation through articles on Council's Intranet site, presentations to Directorates and team meetings.

OUR ATTITUDE TO FRAUD AND CORRUPTION

The Shire of Ashburton has zero tolerance for corrupt conduct or fraudulent activities. Council is committed to preventing, deterring and detecting fraudulent and corrupt behaviour in the performance of Council activities. Employees must not engage in practices that may constitute fraud or corruption.

Council has developed a structured framework and approach to the implementation and review of fraud and corruption prevention, detection, monitoring and reporting.

This plan is based on the **Australian Standards for Fraud and Corruption Control (AS8001-2008)** and has been endorsed by the Executive.

The desired outcome of this commitment is the elimination of fraud and corruption throughout Council operations both internally and externally. Council will prosecute people identified as committing fraud or undertaking corrupt behaviour. Employees may also face disciplinary action under the Council Policy ELM04 Code of Conduct, and restitution of money or property lost through fraudulent activity will be pursued through legislative means.



DEFINITIONS

Definition of fraud and corruption:

For the purposes of this plan fraud and corruption shall be defined as:

“the use of deception or misrepresentation to obtain an unjust advantage or benefit, or to cause a disadvantage or loss to the Council, and includes theft or misappropriation of Council assets”.

PURPOSE

Council Objective

The objective of this policy is to outline Council's approach to fraud and corruption prevention, deterrence and detection. Council is committed to meeting its legislative obligations under the *Local Government Act 1995* including: ensuring that resources are maintained in a responsible and accountable manner.

Council's commitment to fraud control will be met by ensuring an environment in which fraudulent or corrupt conduct is discouraged, and conflicts of interest are avoided.

Council is committed to the values of:

- Respect
- Openness
- Teamwork
- Leadership
- Excellence
- Health and Wellbeing

Scope

This policy statement applies to all Councillors, employees, contractors and volunteers.

Councillors are also obliged to maintain standards as mandated by the Local Government Act 1995.

Relevant training on legislative obligations is to be provided at elected member and staff induction sessions.

Further guidance on the Shire's responsibilities under this policy and guideline is detailed at:

- Department of Local Government and Communities – Fraud & Corruption Control Framework – July 2015
- Australian Standard AS 8001-2008
- Crime Protection Policy (LGIS Insurance)

CORPORATE & REGULATORY FRAMEWORK

Corporate Framework

This policy is informed by the Shire of Ashburton Strategic Community Plan 2019 and the Council’s Corporate Business Plan directly informs our budgets, strategies, policies and actions.

Framework

The *Local Government Act 1995* (the Act) requires Council to develop and maintain adequate internal control systems, and to establish codes of conduct and an Audit & Risk Management Committee.

The *Public Interest Disclosure Act 2003* (PID Act) requires Council to establish written procedures for handling of any protected disclosures.

This Fraud Control Plan operates within an existing legislative and strategic framework. The diagram below shows the interdependency of a good plan with complimentary programs and processes.



ROLE AND RESPONSIBILITIES FOR FRAUD AND CORRUPTION CONTROL

Roles and responsibilities for fraud and corruption control are clearly laid out in the Shire of Ashburton Public Interest Disclosure Procedures (PID) Policy and Procedure.

1. PLANNING AND RESOURCING

1.1 Program for fraud and corruption control planning and review

The Act requires that all local governments establish an audit committee. An audit committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

In 2012 the Victorian Auditor-General's Office tabled a report on the findings of Fraud Prevention Strategies in Local Government. The audit found that Councils had not effectively managed exposure to fraud and have not been sufficiently vigilant or effective in dealing with the risks associated with fraud.

The recommendations of the Auditor General were that Councils should:

- Develop and maintain an up to date fraud control plan
- Conduct thorough, periodic fraud risk assessments
- Provide induction and periodic fraud awareness training to all council staff
- Systematically monitor and report effectiveness of fraud control strategies
- Establish arrangements that assure effective ongoing scrutiny by executive management, internal audit and audit committees.

This plan is designed to achieve compliance with each of these recommendations.

The plan operates in association with existing programs and initiatives throughout the Shire and forms an integral part of the overall risk management program and framework.

This plan will be reviewed annually by the Chief Executive Officer with oversight from the Audit & Management Committee. In reviewing the plan the CEO shall give regard to the following:

- Significant changes in business conditions
- Strategies arising out of recently detected fraud or corruption control incidents
- Results of fraud and corruption risk assessments completed
- Changes in fraud and corruption control practices locally and internationally
- Resourcing requirements
- Any identified changing nature of fraud and corruption within the sector

1.2 Fraud control responsibility and resources

The responsibility for implementation of this Plan sits with the Director Corporate Services. The Director will report six monthly to the Executive, on the progress of delivery on the outcomes from this Plan.

The Shire of Ashburton is committed to allocating the required resources across the organisation to ensure appropriate controls in regards to fraud and corruption. In particular resources will be made available to:

- Implement the Plan
- Undertake fraud and corruption risk assessments
- Deliver organisational training and awareness
- Review incidents reports
- Undertake investigations

Important resources within Council, in terms of controlling fraud and corruption, includes:

- All senior staff
- Human resources
- Governance
- Business Improvement
- Records
- Finance
- Procurement

1.3 External assistance

Where required, external assistance will be engaged, to support the delivery of any aspects of this plan.

2. FRAUD AND CORRUPTION PREVENTION

2.1 Implementing and maintaining our integrity framework

The Codes of Conduct are key enablers in delivering the sound and ethical culture required in the prevention of fraud and corruption throughout the organisation.

Senior staff shall set the example in regards to exercising and demonstrating high levels of integrity in the execution of their roles and functions by regularly reminding Staff of the importance of complying with Councils Code of Conduct and the Public Interest Disclosure Procedures (PID) Policy and Procedure.

2.2 Commitment to controlling the risk of fraud and corruption

Senior Management will not be complacent and will treat fraud and corruption risks as a serious threat to the organisation

The Shire of Ashburton Executive Management Team (EMT) will regularly be briefed on the following:

- Councils current fraud and corruption plan and policy
- Information on the program and robustness of the internal control environment in regards to preventing and detecting fraud
- The types of fraud and corruption common with the sector

- Incidence of fraud and corruption generally in Australia
- Information on the types of fraud and corruption that have been detected at Council over the previous five years
- Information of new or emerging trends in this area

2.3 Maintaining strong internal control systems and internal control culture

The Shire of Ashburton has an existing culture of continuous improvement. The implementation of effective systems of internal control is an integral part of this program, particularly for activities assessed as having a high predisposition to the risk of fraud and corruption.

Well planned and documented internal controls will be a major defence for avoiding fraud and corruption. When undertaking projects or reviewing existing practices into the future consideration will be given to appropriate fraud and corruption controls in the development of outcomes.

Internal controls will be:

- Appropriately documented
- Accessible
- Reviewed and amended regularly
- Communicated effectively to all relevant staff
- Subject to review of adherence

2.4 Fraud and corruption risk assessment

Risk assessments will be undertaken for all identified fraud and corruption risks in accordance with Council's current Risk & Opportunity Framework's management approach.

As a minimum the following risks will be assessed:

- Theft of cash
- Theft/misuse of assets
- Misuse of confidential corporate information
- Conflict of Interest
- Accounts payable
- Payroll practices
- Procurement
- IT and information security
- Recruitment
- Misuse of credit cards

Additional risks will be identified through normal business unit operations and through the regular review of the risk register.

2.5 Communication and awareness of fraud and corruption

It is important that fraud and corruption is identified and reported at an early stage and that staff have understanding and confidence in the system.

Staff will be provided with information on the Public Interest Disclosure Procedures (PID) Policy and Procedure so that they have confidence in knowing how to respond if this type of activity is detected or suspected.

The awareness of Council's risk of fraud and corruption controls will be made available to staff through the following:

- Copy of the Shire's Code of Conduct and Public Interest Disclosure Procedures (PID) Policy and Procedure will be included in packs for all new staff
- A dedicated page will be maintained on the Council intranet in regards to fraud and corruption, this will include links to all relevant documents in particular the process for reporting allegations

- Fraud & Corruption awareness training will be conducted annually (this may include e-learning)
- Any substantive changes in the Code or Plan or Policy will be communicated to all staff

2.6 Employment screening

Employment screening will be undertaken for all new 'senior officer' positions and to nominated positions that have been identified by the Executive to be 'higher risk' in terms of potential exposure to fraud and corruption due to their role within the organisation. This screening process will reduce the risk of a potential security breach and will provide a high level of assurance as to the integrity, identity and credentials of prospective employees.

Prior to the appointment of senior and nominated officer positions the following screening shall be undertaken with the express consent of the individual concerned, irrespective of whether they are internal or external applicants:

- Verification of identity requiring at least two forms of identity (passport, birth certificate, drivers licence, rate certificate, at least one must include photo identification)
- Police criminal history check – relevant identified positions
- Working with children check – relevant identified positions
- Reference checks with two most recent employers
- Consideration of any gaps on employment history and the reasons for the gaps
- Verification of formal qualifications claimed – where relevant or required for position

2.7 Policy dealing with annual leave and job rotation

Individual Directorates will regularly consider job rotation for positions where there are multiple officers undertaking the same or similar functions and the position is deemed a high risk from a fraud or corruption perspective, local law enforcement, parking enforcement, planning officers, contract management, for example.

Excess annual leave will be monitored on a quarterly basis to ensure excess leave is managed.

2.8 Supplier vetting

The Shire of Ashburton will continue to undertake supplier vetting for new and ongoing suppliers in accordance with existing practices.

In accordance with the Procurement Policy, new suppliers with prospective business in excess of \$150,000, the minimum checks will include:

- Search of Company Register
- ABN verification
- Insurance currency

For new or contracts exceeding, or potential to exceed, **\$500,000**, the following additional checks should be considered:

- Corporate scorecard check which looks at Bankruptcy search
- Assessment of credit rating
- Search of legal proceedings pending or judgements pending

2.9 FRAUD AND CORRUPTION DETECTION

2.10 Fraud and corruption detection program

As part of the development of the annual internal audit program the Audit & Risk Management Committee will consider opportunities to undertake pro-active fraud and corruption detecting activities that might include:

- **Post transactional reviews:** A review of transactions after they have been processed. This option may identify or uncover altered documents or missing documentation, falsified or altered authorisations or inadequate documentary support.
- **Data mining:** The application of sophisticated (and sometimes unsophisticated) software applications and techniques where a series of suspect transactions can be identified and then investigated which can identify anomalies at an early stage.
- **Analysis of management accounting reports:** Using relatively straight forward techniques in analysing management accounting reports, trends can be examined and investigated which may be indicative of fraudulent or corrupt conduct.

2.11 External auditor's role in the detection of fraud

Consistent with recent changes to international and Australian auditing standards, the auditor's accountability for the detection of fraud will form part of any audit. These provisions will increase the likelihood of detecting material mis-statements or errors in the Shire's financial statements.

2.12 Mechanisms for reporting suspected fraud and corruption incidents

The Shire's Public Interest Disclosure Procedures (PID) Policy and Procedure provides clear direction in regards to staff reporting suspicious or known illegal or unethical conduct. The policy also provides for alternative internal means by which to report matters of concern.

As a further support mechanism if any officer would prefer to make an external report this can be done directly to **Council's Internal Auditing contractors**.

Reports can be made anonymously. Anonymous reports will be examined and investigated on the available evidence.

All employees have the right to make a disclosure in accordance with the *Public Interest Disclosure Act 2003*. This is encouraged where any person wishes to access the protections afforded by the Act.

The Shire's Public Interest Disclosure Procedures (PID) Policy and Procedure is available on the Shire's website: www.ashburton.wa.gov.au

3. RESPONDING TO DETECTED FRAUD AND CORRUPTION INCIDENTS

3.1 Procedures of the investigation of detected or suspected incidents

The Shire's Public Interest Disclosure Procedures (PID) Policy provides:

- Appropriate measures for the comprehensive investigation of such matters based on the principles of independence, objectivity and fair due process (rules of natural justice)
- Systems for internal reporting of all detected incidents
- Process for reporting the matters of suspected fraud and corruption to the appropriate enforcement agency
- For the recovery of stolen funds or property

The policy will be reviewed annually to ensure that it continues to meet these objectives.

Internal reporting

The Director Corporate Services is to ensure that all incidents reported and investigated are documented and registered on the appropriate (Confidential File).

The documentation placed on the file must include the following minimum information:

- Date and time of report
- Date and time the incident was detected
- How the incident came to the attention of management
- The nature of the incident
- Value of loss (if any) to the entity
- Action taken following discovery of the incident.

3.2 Disciplinary procedures

The Shire's disciplinary guidelines and procedures outline the potential disciplinary outcomes that apply in regards to the application of this Plan and associated policy.

3.3 External reporting (Local Government, Public Sector Commission, Police or Crime & Corruption Commission)

The Shire's Public Interest Disclosure Procedures (PID) Policy and Procedure provides clear direction in regards to reporting any suspected fraudulent or corrupt conduct to any external enforcement agencies including:

From 1 July 2015 you can report any reasonable suspicion of minor misconduct involving a public officer to the Public Sector Commission (PSC). These powers come from the *Corruption, Crime and Misconduct Act 2003*.

It is important you consider what behaviours and circumstances constitute minor misconduct and whether the person/s involved is a public officer for the purposes of the legislation.

There is a good chance that if the public officer/s involved could be the subject of a disciplinary investigation within the authority, then it might be minor misconduct. If you suspect the behaviour you have seen or experienced is minor misconduct you can report it to the PSC or the Director Corporate Services.

Department of Local Government and Communities

Gordon Stephenson House, 140 William Street,
Perth WA 6000
GPO Box R1250, Perth WA 6844
Telephone: (08) 6551 8700 Fax: (08) 6552 1555
Free call (Country only): 1800 620 511
Email: info@dlgc.wa.gov.au Website:
www.dlgc.wa.gov.au
Translating and Interpreting Service (TIS) – Tel:
13 14 50

Public Sector Commission

Phone: (08) 6552 8500
Fax: (08) 6552 8501
Email: admin@psc.wa.gov.au
Website: <https://publicsector.wa.gov.au>

Post: Public Sector Commission, Locked Bag 3002, West Perth WA 6872

In person: (Two office locations):

- Dumas House, 2 Havelock St, West Perth WA 6005
- Hale House, 1 Parliament Place, West Perth WA 6005

Corruption and Crime Commission

Postal address

PO Box 330
Northbridge Post Shop WA 6865

Street address

Level 5, 45 Francis Street
Northbridge WA 6003

Telephone

Phone: (08) 9215 4888
Toll-free: 1800 809 000
Fax: (08) 9215 4884
Email: info@ccc.wa.gov.au

Report Misconduct: [Report serious misconduct online](#)

Hearing impairment: If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

TTY users phone 1800 555 677 then ask for 1800 809 000
Speak and Listen users phone 1800 555 727 then ask for 1800 809 000.

Internet relay users connect to the NRS then ask 1800 809 000

Tom Price Police

1 Court Road, Tom Price WA 6751
Tel: (08) 9188 0222
Fax: (08) 9188 0260
Hours: 24 hours, 7 days a week

3.4 Policy for civil proceeding to recover the proceeds of fraud and corruption

The Shire will pursue recovery of any losses due to fraud or corruption where there is clear evidence of fraud and corruption and where the likely benefits of such recovery will exceed the funds and resources required to be invested in the recovery action.

3.5 Internal control review following discovery of fraud

Where fraud or corruption is detected the relevant manager of the team will be responsible to assess the adequacy of the relevant internal control environment and provide a report to the **Executive** any recommended improvements identified.

Service unit managers will also be responsible for ensuring that recommendations arising out of the assessment are to be clearly allocated in the report with an associated time frame

3.6 Maintaining and monitoring adequacy of Fidelity Guarantee insurance and other insurance related policies dealing with fraudulent or improper conduct

The Shire will maintain a fidelity guarantee insurance policy that insures the risk of loss arising from internal fraudulent conduct. The level of the policy will be reviewed annually by **Executive** subject to analysis of cost/benefit analysis.

Insurance for external fraud and corruption, in particular theft of Council property, will also be maintained and reviewed annually by staff in conjunction with the normal annual reassessment of insurance policy cover and limits.

4. LEGISLATIVE AND STRATEGIC CONTEXT

Strategic context (Strategic Community Plan) and/or Federal or State legislation, directives, guidelines, Acts or Regulations:

- Australian Standards for Fraud and Corruption Control (AS8001-2008)
- *Public Interest Disclosure Act 2003*
- *Local Government Act 1995*
- *Local Government (Financial Management) Regulations 1996, Regulation 5:*

(1) *Efficient systems and procedures are to be established by the CEO of a local government —*

(a) for the proper collection of all money owing to the local government; and

(b) for the safe custody and security of all money collected or held by the local government; and

(c) for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process);

and

(d) to ensure proper accounting for municipal or trust —

(i) revenue received or receivable;

and

(ii) expenses paid or payable; and

(iii) assets and liabilities;

and

(e) to ensure proper authorisation for the incurring of liabilities and the making of payments; and

(f) for the maintenance of payroll, stock control and costing records; and

(g) to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.

(2) *The CEO is to —*

(a) ensure that the resources of the local government are effectively and efficiently managed; and

(b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and

(c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 4 financial years) and report to the local government the results of those reviews.

- **Local Government (Audit) Regulations 1996 Regulation 17 (1):**

The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to —

- (a) risk management; and*
- (b) internal control; and*
- (c) legislative compliance.*

(2) The review may relate to any or all of the matters referred to in subregulation (1)(a), (b) and (c), but each of those matters is to be the subject of a review at least once every 3 calendar years.

(3) The CEO is to report to the audit committee the results of that review.

5. REVIEW POSITION AND DATE

Document Owner to review annually.

6. ASSOCIATED DOCUMENTS

The following documents and resources have a bearing on this document:

- [Australian Cybercrime Online Reporting Network](#)
- [Public Sector Commission \(WA\) – PSC](#)
- [Corruption and Crime Commission \(WA\)](#)
- Code of Conduct (Council Members, Committee Members, Staff and Volunteers)
 - Employee Code of Conduct
- Purchasing Policy (Tenders and Quotes) Policy
 - Evaluation of Tenders and Quotations Procedure
- Human Resource Policies & Procedures (Disciplinary Guidelines and procedures)
- IT System Security Guidelines
- Local Government Framework – Fraud & Corruption Control, July 2015
- Local Government Operational Guidelines – Number 09 – Revised September 2013 “*Audit in Local Government*”.
- Public Interest Disclosure Procedures (PID) Policy and Procedure
- Public Sector Commission - Integrity checking of employees managing misconduct allegations



Agenda Item 10.1.1 - Attachment 1

Minutes of the Ordinary Council Meeting held 9 December
2025



Published Minutes

Ordinary Council Meeting

Tuesday, 9 December 2025

Date:	Tuesday 9 December 2025
Time:	1:00pm
Location:	Council Chambers, Onslow Shire Complex, Second Avenue, Onslow
Distribution Date:	Thursday 11 December 2025



**Shire of Ashburton
Ordinary Council Meeting**

The Chief Executive Officer recommends the endorsement of these minutes at the next Ordinary Council Meeting.

Keith Woodward PSM
Chief Executive Officer
12 December 2025

These minutes were confirmed by Council as a true and accurate record of proceedings at the Ordinary Council Meeting held on Tuesday, 9 December 2025.

Presiding Member _____

Date _____

Disclaimer

The Shire of Ashburton warns anyone who has an application lodged with Council must obtain, and should only rely on, written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by Council in respect of the application. No responsibility whatsoever is implied, or accepted, by the Shire of Ashburton for any act, omission, statement, or intimation occurring during a Council meeting.

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1 Declaration Of Opening

The Presiding Member declared the meeting open at 1:00pm.

1.1 Acknowledgement Of Country

As representatives of the Shire of Ashburton Council, we respectfully acknowledge the local Indigenous people, the traditional custodians of this land where we are meeting upon today and pay our respects to them and all their elders past and present.

2 Announcement Of Visitors

Nil

3 Attendance

3.1 Present

Elected Members:	SP A Smith	Shire President
	Cr A Sullivan	Deputy Shire President, Paraburdoo Ward
	Cr R de Pledge	Ashburton-Tablelands Ward
	Cr K White	Onslow Ward
	Cr T Fox	Pannawonica Ward
	Cr L Rumble JP	Paraburdoo Ward
	Cr K Day	Tom Price Ward
	Cr B Healy	Tom Price Ward (by electronic means)
	Cr C Rogers	Tom Price Ward
Employees:	K Woodward	Chief Executive Officer
	C McGurk	Director Community Development
	D Kennedy	Director Corporate Services
	G Harris	Director Infrastructure Services
	A Johnston	Manager Media and Communications
	S Allan	Manager Business and Economic Development
	J Bray	Manager Governance
	J Rouse	Governance Officer
	M Malinowska	Council Support Officer
	R Tanner	ICT Assistant (Trainee)

Guests:	Nil
Members of Public:	There was one member of the public in attendance at the commencement of the meeting.
Members of media:	There were no members of the media in attendance at the commencement of the meeting.

3.2 Apologies

Nil

3.3 Approved Leave Of Absence

Nil

4 Question Time

4.1 Response To Previous Public Questions Taken On Notice

Nil

4.2 Public Question Time

Nil

5 Declaration By Members

5.1 Due Consideration By Elected Members To The Agenda

Elected Members noted they have given due consideration to all matters contained in this agenda.

5.2 Declaration Of Interest

A member who has an Impartiality, Proximity or Financial interest in any matter to be discussed at this meeting must disclose the nature of the interest either in a written notice, given to the Chief Executive Officer, prior to the meeting, or at the meeting immediately before the matter is discussed.

A member who makes a disclosure in respect to an interest must not preside at the part of the meeting which deals with the matter, or participate in, or be present during any discussion or decision-making process relative to the matter, unless the disclosing member is permitted to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

The Presiding Member requested the Chief Executive Officer to read aloud the following correspondence from the Department of Local Government, Industry Regulation and Safety and noted each Councillor had been provided a copy.

Ordinary Council Meeting Minutes

9 December 2025



Department of Local Government,
Industry Regulation and Safety

Our ref E25189048
Enquiries Jadranka Strbac
Phone (08) 6552 1530
Email legislation@lgirs.wa.gov.au

Mr Keith Woodward
Chief Executive Officer Shire
of Ashburton

Email: governance@ashburton.wa.gov.au

Dear Mr Woodward

I refer to your correspondence dated 4 December 2025 and advise that, in accordance with the authority delegated by the Minister for Local Government (Minister), I have approved your application under section 5.69(3) of the *Local Government Act 1995* (Act).

Approval is granted under section 5.69(3)(a) of the Act to allow disclosing members Cr Brie Healy Cr Kieren Day and Cr Audra Smith to participate and vote on the following item at the Shire of Ashburton's (Shire's) Ordinary Council Meeting on 9 December 2025.

12.1 - DEVELOPMENT APPLICATION DA25-43 - PARABURDOO AIRPORT EXTENSION - LOT 300 (CROWN RESERVE)

The approval is subject to the following conditions:

1. The approval is only valid for the 09 December 2025 Ordinary Council Meeting when agenda item 12.1 is considered.
2. The above-mentioned councillors must declare the nature and extent of their interests at the above-mentioned meeting when the matter is considered, together with the approval provided.
3. The Chief Executive Officer (CEO) is to provide a copy of the Department of Local Government, Industry Regulation and Safety (LGIRS) letter of approval to the above-mentioned councillors.
4. The CEO is to ensure that the declarations, including the approval given and any conditions imposed, are recorded in the minutes of the above-mentioned meeting, when the item is considered.
5. The CEO is to provide a copy of the confirmed minutes of the above-mentioned meeting to LGIRS, to allow LGIRS to verify compliance with the conditions of this approval.
6. The approval granted is based solely on the interests disclosed by the above-mentioned councillors, made in accordance with the application. Should other interests be identified, these interests will not be included in this approval, and the financial interest provisions of the Act will apply.

Should you require further information in relation to this matter, please contact Mrs Jadranka Strbac, Legislation Officer, via the details provided above.

Yours sincerely

Suleila Felton
A/EXECUTIVE DIRECTOR, LOCAL GOVERNMENT – SUPPORT & COMPLIANCE

5 December 2025

Gordon Stephenson House, 140 William Street Perth WA 6000
Locked Bag 14 Cloisters Square Perth WA 6850
Telephone (08) 9222 3333
Email legislation@lgirs.wa.gov.au Web
www.lgirs.wa.gov.au

The following declarations of interest are disclosed –

12.3 Development Application DA25-43 - Paraburdoo Airport Extension - Lot 300 (Crown Reserve)	
Name	Cr B Healy
Nature of interest	Indirect Financial
Interest description	My partner is an employee of Rio Tinto. We do not reside in company housing, however my partner receives the HSP allowance and utilities benefits.
Name	Cr C Rogers
Nature of interest	Direct Financial
Interest description	I work for Rio Tinto and reside in Rio provided rental housing. I am also a Rio Tinto share holder.
Name	Cr K Day
Nature of interest	Direct Financial
Interest description	Husband works for Rio Tinto and I reside in his company housing.
Name	Cr L Rumble JP
Nature of interest	Direct Financial
Interest description	I am a shareholder of Rio Tinto Limited of a value exceeding the prescribed amount, this is part of my retirement fund.
Name	Cr T Fox
Nature of interest	Indirect Financial
Interest description	I am currently a Rio Tinto employee. I currently hold Rio Tinto shares.
Name	Shire President, A Smith
Nature of interest	Direct Financial
Interest description	My husband is an employee of Rio Tinto and holds shares exceeding the prescribed threshold. I am also a Board Member of the AWARE Group Inc., which has a partnership with Rio Tinto.
Name	Cr A Sullivan
Nature of interest	Direct Financial
Interest description	My husband works for Rio Tinto. I and my husband live in subsidised accommodation provided by Rio Tinto. I and my husband own shares in Rio Tinto above the prescribed amount.
13.4 Elected Members Professional Development - Training Request - Cr A Sullivan	
Name	Cr A Sullivan
Nature of interest	Direct Financial
Interest description	The request for professional development relates directly to my own professional development as my capacity as Deputy Shire President.

6 Announcements By The Presiding Member And Councillors Without Discussion

Shire President Audra Smith

Local Government Professionals Australia WA (LGPWA) Awards

I am proud to share that the Onslow ANZAC Memorial Park Extension has been named the winner of the Connecting Communities Award (Population under 15,000), announced at the Local Government Professionals Awards WA in early November.

This recognition celebrates our community's vision in creating a welcoming and multifunctional space for remembrance, connection, and celebration. The ANZAC Memorial Park extension has become a central hub for community gatherings, local events, and moments of reflection — made possible through the incredible support and input of the Onslow community.

Thank you to everyone who helped shape this project and brought the vision to life. Together, we're building stronger, more connected communities across the Shire of Ashburton.

Pilbara Cadet Team – Mining Emergency Response Competition

Congratulations to the combined Pilbara Cadet Team at this year's Mining Emergency Response Competition, YES Cadet Challenge back-to-back Champions. Thank you to all of the parents and instructors whose guidance shaped these outstanding cadets, Ashburton's future Emergency Services.

Keep Australia Beautiful Council – 2025 Tidy Towns Sustainable Communities Awards

Congratulations to Blayde Day of Blayde's Bins, State Winner, Young Legends Category, at the 2025 Tidy Town Sustainable Communities Awards. A wonderful achievement for one of Ashburton's very own trailblazers. Blayde's dedication to service, sustainability and community spirit shows exactly what makes Ashburton so special.

Final Shire of Ashburton Ordinary Council Meeting 2025

Today is the Shire of Ashburton's final Council Meeting for 2025. This meeting marks the conclusion of an important year of collaboration and progress for our community.

On behalf of Council, I extend our thanks to:

- Staff for their dedication and professionalism,
- Stakeholders for their constructive engagement and support,
- Residents for their ongoing commitment to making our Shire a vibrant and welcoming place.

As we approach the festive season, we wish everyone a safe, joyful Christmas and a prosperous New Year. Please take care on the roads and enjoy time with family and friends.

We look forward to working together in 2026 to continue building a strong future for our region.

7 Petitions / Deputations / Presentations

7.1 Petitions

Nil

7.2 Deputations

Mr Tom Willday – RFF Australia (by electronic means)

Item 12.4 Nguawaarna Settlement Layout Plan

My name is Tom Willday from RFF Australia based in Karratha.

I am speaking to item 12.4 the Ngurrawaana Settlement Layout Plan.

Thank you Councillors for the opportunity to present.

I want to acknowledge the extensive work undertaken by the Shire's officers in assessing the Layout Plan and preparing the recommendation before Council today.

The officer report provides a clear and balanced assessment of the planning framework, the intent of the State Planning Policy, and the community's aspirations.

We sincerely appreciate the care taken to understand Ngurrawaana's unique context, including cultural, environmental, access and servicing considerations.

The recommendation to endorse the Layout Plan—subject to incorporating the Bushfire Management Plan measures—reflects pragmatic planning support for the community's long-term goals.

I also want to recognise the substantial work undertaken by the Ngurrawaana Group Aboriginal Corporation, and community members who have contributed over many years.

The Ngurrawaana Settlement Layout Plan is an important milestone. It provides a formal, credible planning framework that will guide orderly, community-led development. It gives structure to the community's priorities and ensures that planning aligns with flood and bushfire requirements, and essential service considerations.

Council's endorsement today will provide the foundation the community needs to progress essential projects, access funding opportunities, and work collaboratively with the Shire and State agencies to improve living conditions and future prospects for Ngurrawaana families.

We fully support the officer recommendation and respectfully ask Council to endorse the Ngurrawaana Settlement Layout Plan with the bushfire management refinements proposed.

Thank you for your consideration and for the Shire's ongoing support of the Ngurrawaana community.

7.3 Presentations

Cr K Day presented Council with a plaque from Aware Group Tom Price expressing their appreciation and thanking the Shire of Ashburton for its generosity and support in sponsoring the Aware Gala Awards 2025.

Cr C Rogers presented Council with a plaque from the Tom Price Emergency Services Cadet Corps to the Shire of Ashburton – Vic Hayton Pool for the continual commitment and support of the Tom Price Emergency Services Cadet Corps in 2025.

8 Applications for Leave of Absence

Nil

9 En Bloc Council Resolutions

9.1 Agenda Items Adopted En Bloc

Moved Cr K Day
Seconded Cr K White

That the following items be adopted en bloc:

- 10.1.1 Minutes Of The Ordinary Council Meeting Held On 18 November 2025**
- 10.1.2 Minutes Of The Special Council Meeting Held On 24 November 2025**
- 10.2.1 Minutes Of The Economic And Tourism Development Committee Meeting Held On 18 November 2025**
- 10.2.2 Minutes Of The Audit, Risk and Improvement Committee Meeting Held On 24 November 2025**
- 10.2.3 Minutes Of The Onslow Local Emergency Management Committee Meeting Held On 12 November 2025**
- 10.2.4 Minutes Of The Pannawonica Local Emergency Management Committee Meeting Held On 13 November 2025**
- 10.2.5 Minutes Of The Inland Local Emergency Management Committee Meeting Held On 27 November 2025**
- 10.2.6 Minutes Of The Senior Leadership Team Meeting Held On 26 November 2025**

Carried 9/0

10 Confirmation Of Minutes

10.1 Confirmation Of Council Minutes

10.1.1 Minutes Of The Ordinary Council Meeting Held On 18 November 2025

Council Decision **227/2025**

Moved **Cr K Day**

Seconded **Cr K White**

That the Minutes of the Ordinary Council Meeting held 18 November 2025 (Item 10.1.1 Attachment 1) be confirmed as a true and accurate record.

Carried 9/0

Resolved en bloc

10.1.2 Minutes Of The Special Council Meeting Held On 24 November 2025

Council Decision **228/2025**

Moved **Cr K Day**

Seconded **Cr K White**

That the Minutes of the Special Council Meeting held 24 November 2025 (Item 10.1.2 Attachment 1) be confirmed as a true and accurate record.

Carried 9/0

Resolved en bloc

10.2 Receipt Of Committee And Other Minutes**10.2.1 Minutes Of The Economic And Tourism Development Committee Meeting Held On 18 November 2025****Council Decision** 229/2025**Moved** Cr K Day**Seconded** Cr K White**That the Minutes of the Economic And Tourism Development Committee Meeting held 18 November 2025 (Item 10.2.1 Attachment 1) be received.****Carried 9/0****Resolved en bloc****10.2.2 Minutes Of The Audit, Risk and Improvement Committee Meeting Held On 24 November 2025****Council Decision** 230/2025**Moved** Cr K Day**Seconded** Cr K White**That the Minutes of the Audit, Risk and Improvement Committee Meeting held 24 November 2025 (Item 10.2.2 Attachment 1) be received.****Carried 9/0****Resolved en bloc****10.2.3 Minutes Of The Onslow Local Emergency Management Committee Meeting Held On 12 November 2025****Council Decision** 231/2025**Moved** Cr K Day**Seconded** Cr K White**That the Minutes of the Onslow Local Emergency Management Committee Meeting held 12 November 2025 (Item 10.2.3 Attachment 1) be received.****Carried 9/0****Resolved en bloc**

10.2.4 Minutes Of The Pannawonica Local Emergency Management Committee Meeting Held On 13 November 2025

Council Decision **232/2025**

Moved **Cr K Day**

Seconded **Cr K White**

That the Minutes of the Pannawonica Local Emergency Management Committee Meeting held 13 November 2025 (Item 10.2.4 Attachment 1) be received.

Carried 9/0

Resolved en bloc

10.2.5 Minutes Of The Inland Local Emergency Management Committee Meeting Held On 27 November 2025

Council Decision **233/2025**

Moved **Cr K Day**

Seconded **Cr K White**

That the Minutes of the Inland Local Emergency Management Committee Meeting held 27 November 2025 (Item 10.2.5 Attachment 1) be received.

Carried 9/0

Resolved en bloc

10.2.6 Minutes Of The Senior Leadership Team Meeting Held On 26 November 2025

Council Decision **234/2025**

Moved **Cr K Day**

Seconded **Cr K White**

That the Minutes of the Senior Leadership Team Meeting held 26 November 2025 (Item 10.2.6 Attachment 1) be received.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

11 Recommendations From Committee

Audit, Risk and Improvement Committee Meeting held on 9 December 2025

ARM.1 Strategic Risk Report - December 2025

File Reference	CM05
Applicant or Proponent(s)	Not Applicable
Author	D Kennedy, Director Corporate Services
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 18 February 2025 - Item 6.4 – 010/2025 Ordinary Council Meeting 19 August 2025 - Item 6.2 – 138/2025
Disclosure(s) of interest	Author – Nil Authorising Officer – Nil
Attachments	1. Strategic Risk Review Report - December 2025

Report Purpose

The purpose of this report is to present to the Audit, Risk and Improvement Committee (ARIC), the quarterly Strategic Risk update as required by the endorsed Strategic Risk Procedure.

The ARIC is requested to note the quarterly update.

Background

The Risk Management Procedure – Strategic Risks (Procedure) was endorsed by the ARIC on 18 February 2025. This Procedure sets out the monitoring process for strategic risks and requires a standing agenda item be presented to each Audit, Risk and Improvement Committee meeting to provide an update on any changes in the strategic environment that may impact on the level of the strategic risk.

Strategic risks relate specifically to those risks that may impact the Shire for which we have very little control in terms of whether they materialise.

Strategic risks relate to those events/incidents that are outside the control of the Shire that could impact the future strategic direction of Council. The consequences for strategic risks, therefore, are measured in relation to the amount of change required to the strategic direction as a result of the realisation of the risks.

Unlike enterprise risks, strategic risks have very few controls in place so the likelihood criteria used is also different and is more focused on whether there is any evidence that the risk is imminent.

The Strategic Risk Register was endorsed by Council on 19 August 2025.

Comments

One current Strategic Risk – SR9 – **Government reforms, legislative changes, and/or investment decisions impact Council’s ability to pursue strategies, service provision and/or sustainability** has had current risk level increased from Low to Extreme.

The Minister for Local Government introduced legislation without industry consultation, potentially affecting the Shire’s ability to maintain current rating revenue from temporary workforce accommodation facilities. While existing camps comply with current policy, confusion remains over the rating of “miscellaneous licences,” where most camps are located. A Council briefing will address the draft bill’s possible impacts and ongoing efforts for clarification before it becomes law. WALGA, the Shadow Minister, and the Minister’s Chief of Staff have been engaged and acknowledge that amendments to the bill are likely needed.

Full details of review and comments regarding other Strategic Risks can be found in Attachment 1.

Consultation

In accordance with the Procedure, the Director Corporate Services consulted with members of the Executive Leadership Team to ascertain if the level of strategic risk has changed.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Risk Management

The policy provides information and guidance regarding the management of risk to support the achievement of Shire’s strategic and operational objectives, protect staff and assets, and ensure financial sustainability.

Financial Implications

Current Financial Year

Not applicable

Future Financial Year(s)

Rating of temporary workforce accommodation facilities currently has some uncertainty as a result of the current bill before parliament.

Legislative Implications

Nil

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Financial impact	Loss of rating revenue due to the amendment bill currently before parliament.	Possible (3)	Major (4)	High (10-16)	Advocacy ongoing with WALGA, Department and Ministers Office.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

Voting Requirements

Simple Majority

Officer Recommendation

That the Audit, Risk and Improvement Committee;

1. Receive the December Quarter Strategic Risk Review Report at Attachment 1; and
2. Acknowledge the change in risk rating of Strategic Risk 9 from low to extreme for the reasons outlined in the body of the report.

Committee Recommendation

That the Audit, Risk and Improvement Committee;

1. Receive the December Quarter Strategic Risk Review Report at Attachment 1; and
2. Acknowledge the change in risk rating of Strategic Risk 9 from low to extreme for the reasons outlined in the body of the report.

Council Decision **235/2025**

Moved **Cr L Rumble JP**

Seconded **Cr K Day**

That the Audit, Risk and Improvement Committee;

1. **Receive the December Quarter Strategic Risk Review Report at Attachment 1; and**
2. **Acknowledge the change in risk rating of Strategic Risk 9 from low to extreme for the reasons outlined in the body of the report.**

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

ARM.2 Audit Log Status Update

File Reference	CM52
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Audit and Risk Management Committee 20 May 2025 - Item 6.1
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Internal Audit Log - Outstanding and Closed - Nov 2025

Report Purpose

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) oversight of the implementation of actions resulting from internal audits.

Endorses the closure of three validated internal audit actions and receive the updated Internal Audit Log – Outstanding and Closed Actions as provided in Attachment 1.

Background

The Chief Executive Officer (CEO) is required to ensure adequate systems and processes are established for the effective management and control of the Shire per local government regulations.

Internal audits and external reviews are examples of methods the ARIC may use to ensure sound management of the Shire is occurring.

Following the finalisation of an internal audit and/or external review, recommendations are included in the Audit Log to ensure progress is monitored and recorded.

Comments

This report covers the period 25 July 2025 to 14 November 2025.

During this period, evidence against three audit items were verified and closed.

Finding No	Audit Report	Action	Status
236	Reg 17-2023 Fuel consumption monitoring	Implementation of Smart Tags	Closed
237	Reg 17-2023 Fuel consumption monitoring	Fuel Reconciliation by SmartFill System for Tom Price and Onslow non moving tanks.	Closed
268	Procurement 2024 Training on identifying and recording contract variation	Increase training on contract management and recording variance (Combined with Procurement Training)	Closed

A summary of the progress on the implementation of internal audit recommendations is provided in the following table. There are **10** audit findings that are open as of 14 November 2025.

The Internal Auditor is working with managers and the Executive Leadership Team (ELT) and service providers to close the remaining open items, prioritising as per risk ratings.

Open Audit Findings

Internal Audit Topic	Not Started		In Progress		Validated		Total Open		Total Items
	14 Nov	25 July	14 Nov	25 July	14 Nov	25 July	14 Nov	25 July	
Regulation 17-2023	1	1	5	7	23	21	6	8	29
Procurement [24]	0	1	2	2	5	4	2	3	7
FMR 2024	0	0	2	2	7	7	2	2	9
Totals	1	2	9	11	35	32	10	13	45

Consultation

Below is the consultation framework endorsed by ARMC for internal audit department.

Output	IIA Standard (2017 Version)	Council	Audit and Risk Management Committee	CEO / ELT	Audit Sponsor / Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult / Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

In accordance with *Regulation 17* of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriate and effectiveness of a local government's systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the Audit and Risk Management Committee the results of each review.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Compliance failures if areas identified for improvement are not addressed.	Possible (3)	Major (4)	High (10-16)	Implement process improvements resulting from internal audits/external reviews and provide regular progress reporting to the Audit and Risk Management Committee.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

Chief Executive Officer Comment

The Chief Executive Officer will provide separate confidential comment on this item.

Voting Requirements

Simple Majority

Internal Auditor Recommendation

The Audit, Risk and Improvement Committee recommends that Council:

1. Endorse the closure of three validated internal audit actions, numbers 236, 237 and 268, as detailed in Attachment 1; and
2. Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 14 November 2025, also as provided at Attachment 1.

Committee Recommendation

The Audit, Risk and Improvement Committee recommends that Council:

1. Endorse the closure of three validated internal audit actions, numbers 236, 237 and 268, as detailed in Attachment 1; and
2. Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 14 November 2025, also as provided at Attachment 1.

Ordinary Council Meeting Minutes

9 December 2025

Council Decision **236/2025****Moved** **Cr L Rumble JP****Seconded** **Cr A Sullivan****The Audit, Risk and Improvement Committee recommends that Council:**

- 1. Endorse the closure of three validated internal audit actions, numbers 236, 237 and 268, as detailed in Attachment 1; and**
- 2. Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 14 November 2025, also as provided at Attachment 1.**

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers****Against:** **Nil****Carried 9/0**

ARM.3 Progress on Internal Audit Schedule September 2025 - March 2026

File Reference	CM53
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

A comprehensive Strategic Internal Audit Plan 2025–2029 is currently being developed in consultation with the Executive Leadership Team (ELT) and other key stakeholders. The draft plan adopts a risk-based approach consistent with the International Professional Practices Framework (IPPF) and the requirements of Regulation 17 of the Local Government (Audit) Regulations 1996.

Given the time required to undertake final validation, obtain stakeholder endorsement, and align organisational resources, an interim internal audit schedule was endorsed in August 2025 to ensure continuity of assurance activities.

Background

An Internal Auditor commenced in March 2025. At that time, there was no current Strategic Internal Audit Plan in place to guide assurance activity for the 2025 financial year. Subsequently, a new draft Strategic Internal Audit Plan (2025–2029) was developed in consultation with the previous CEO and the ELT. With the appointment of the new CEO, the updated plan has been resubmitted for further consultation and review.

To maintain oversight of internal controls and ensure continuity of audit coverage during this transition period, the Audit and Risk Committee (ARIC) endorsed two interim internal audits in August 2025, as follows:

1. Corporate Credit Cards
2. Contract Management

Comments

Due to the transition associated with the appointment of the new CEO, approval of the Planning Memorandum for the Corporate Credit Card audit was finalised at the end of September.

The table below outlines the current progress of the two internal audits that are presently underway.

Audit Name	Status
Corporate Credit Cards	The draft report has been issued for the CEO's consultation. It is expected that the final report will be presented at the next ARIC meeting.
Contract Management	The Planning Memorandum has been initiated, and the report is expected to be presented at the next ARIC meeting.

Consultation

The ELT have been consulted on the internal audit schedule. External auditors have been consulted identifying extent of their work to avoid possible duplication of assurance efforts.

Below is the Audit and Risk Management Committee (ARMC) endorsed consultation framework for Internal Audit Department.

Output	IIA Standard	Council	Audit and Risk Management Committee	CEO/ ELT	Audit Sponsor/ Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve
Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult/ Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

In accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriate and effectiveness of a local government's systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the Audit and Risk Management Committee the results of each review.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Increased exposure to fraud, inadequate risk management, non-compliance with legislation, inefficient use of resources, limited accountability and transparency, reputational damage.	Almost Certain (5)	Catastrophic (5)	Extreme (17-25)	Establish an effective internal audit function in compliance with the International Professional Practice Framework and regulatory requirements. Adopt Internal Audit Charter and Strategic Internal Audit Plan and implement. Establish and operate an effective Risk Management Framework <i>ISO31000</i> .

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That the Audit and Risk Improvement Committee notes the progress of the two internal audits endorsed in August 2025.

Committee Recommendation

That the Audit and Risk Improvement Committee notes the progress of the two internal audits endorsed in August 2025.

Council Decision **237/2025**

Moved **Cr L Rumble JP**

Seconded **Cr K White**

That the Audit and Risk Improvement Committee notes the progress of the two internal audits endorsed in August 2025.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

12 Office of the Chief Executive Officer Reports

12.1 Onslow Airport Runway Pavement Strengthening and Aircraft Capacity Works - Early Investigations and Project Delivery Approach

File Reference	TT06
Applicant or Proponent(s)	Not Applicable
Author	K Woodward, Chief Executive Officer
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 19 August 2025 - Item 18.1 - (161/2025) Ordinary Council Meeting 20 February 2024 - Item 12.2 - (013/2024) Ordinary Council Meeting 12 September 2023 - Item 12.4 – (166/2023) Ordinary Council Meeting 14 March 2023 - Item 11.4 – (034/2023) Ordinary Council Meeting 14 February 2023 - Item 11.2 – (011/2023)
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Onslow Airport - Runway Pavement Strengthening and Aircraft Capacity Works Report - Confidential

Report Purpose

The purpose of this report is to seek Council approval to commence the geotechnical and survey investigations required to progress the Onslow Airport Runway Pavement Strengthening and Aircraft Capacity Works project.

The investigations and consultancy activities do not constitute physical construction works and remain consistent with Council’s previous direction that no construction or tender award is to occur until all funding agreements have been executed.

Background

Since 2022, several engineering reports have confirmed that the 1,900m by 30m runway at Onslow Airport is at the end of its serviceable life, that pavement strength has deteriorated and that strengthening is required to maintain safe operations and support the next generation of aircraft.

Council has previously considered and endorsed this technical advice through decisions made between 2023 and 2025. Council Decision 161/2025 (19 August 2025) established key principles for funding negotiations, confirmed that physical works cannot commence until funding deeds are executed, and supported the transition to interim aircraft operations until the runway overlay is complete.

The runway upgrade is a major civil engineering project and requires a structured project management and design process. To deliver the project to an auditable standard, two procurement processes are required:

- Engagement of a Superintendent's Representative / Project Manager to lead design development, regulatory engagement, tender preparation and evaluation.
- A Design and Construct (D&C) tender for the civil pavement strengthening, apron works, lighting upgrades and associated infrastructure.

Both processes require accurate survey and geotechnical data, which form the foundation for design, quantities, staging and risk allocation.

Relevant Council Resolution – Decision 161/2025 (19 August 2025)

Council resolved that the objective of the Shire is to work with Chevron Australia, Mineral Resources Limited, the Department of Transport and the community to upgrade the runway pavement through an equitable funding partnership.

Resolution 161/2025 states:

- The runway upgrade is essential for economic viability and operational continuity.
- The CEO is authorised to negotiate funding contributions.
- No tenders or physical works may proceed until funding deeds are signed by all parties.
- Interim E190-200 aircraft operations may occur from January 2026 under weight restrictions.

This agenda item complies with the resolution because survey, geotechnical and procurement-phase consultancy services are pre-construction activities that do not commit the Shire to the works.

“That the ultimate objective of the Council is to:

(a) work with the key stakeholders and users of the Onslow Airport being:

- *Chevron Australia;*
- *Mineral Resources Limited;*
- *Department of Transport;*

and the local community to upgrade the runway pavement to meet the needs of the funding contributors and value add to the Shire of Ashburton and Onslow community via an equitable funding partnership recognising the requirements of all parties; and.

(b) Noting that the:

- i. the runway upgrade is essential to maintaining the economic viability and operational continuity of key Onslow Community and businesses, particularly within the mining and energy sectors;*
- ii. Onslow Airport must rehabilitate its runway pavement to maintain long-term safety, functionality, and capacity, as the existing surface is at the end of its serviceable life and the current pavement strength is unsuitable for the new generation of aircraft replacing the Fokker 100 (F100);*
- iii. Original investment by the Shire and other initial funders has already supported aircraft movements far exceeding the projected capacity of the runway's original design;*

- iv. *Chief Executive Officer be authorised to progress funding option negotiations with the designated parties with the intent of achieving a funding agreement between the parties for approval of the Council;*
- v. *negotiation process is expected to continue until approximately March 2026, and that during this period, the Airport will continue operations in compliance with all applicable Australian aviation safety standards to meet the needs of current users;*
- vi. *once the Council has agreed the funding contributions with the relevant parties and each party has signed to the agreed funding commitment ;the Shire will need to progress the project initial phase of project planning detailed design and calling of tenders;*
- vii. *other funding parties must commit to dates for transfer of tranches of funds aligned to the project plan funding before the Council will progress to decide on tenders or the Shire will commence the runway upgrade physical works; and*
- viii. *Approves the interim operation of Embraer E190-200 aircraft at Onslow Airport from January 2026, replacing the retiring Fokker 100 fleet operated by Virgin Australia Regional Airlines (VARA), subject to Operational weights being limited.”*

Comments

Across the Australian aviation sector, airlines are progressively retiring the ageing F100 fleet and transitioning to newer, more efficient aircraft types. The F100 has historically been the primary aircraft operating at Onslow Airport, and the Airport's runway, taxiway and apron infrastructure were originally designed around this aircraft type. As the national fleet evolves, it became necessary to undertake a detailed review of the Airport's runway pavement capacity, condition and regulatory compliance to ensure that the Airport remains capable of supporting current and future operations.

Since 2022, the Shire has commissioned several technical assessments to determine the structural condition of the pavement, future aircraft requirements and compliance with aviation safety standards. These studies have consistently confirmed that the runway pavement is nearing the end of its serviceable life and that its current strength is below the requirements for next-generation aircraft. Council has considered these findings in a series of agenda items from 2023 to 2025.

The engineering reports identified that the runway pavement has deteriorated to the point where strengthening is required to maintain safe operations, meet national aviation safety standards and continue to support the community's fly-in/fly-out (FIFO), commercial and emergency service needs. They also concluded that the Airport will require substantial pavement rehabilitation to avoid future operating restrictions.

Discussions have occurred with major airport users, including Chevron Australia and Mineral Resources Limited, who together account for the majority of passenger movements at the Airport. The Department of Transport has also participated in these discussions because of the Airport's essential role in regional connectivity.

Council Decision 161/2025 established the project's strategic direction and authorised the Chief Executive Officer to negotiate funding contributions with key stakeholders through an equitable partnership model. The decision also confirmed that the strengthening project cannot proceed to construction until all funding agreements are executed.

To progress the project to a point where construction can be tendered, the Shire must undertake a structured series of design, engineering, regulatory and procurement activities. These include confirming the physical characteristics of the existing runway pavement, defining the technical requirements for pavement strengthening and engaging specialist aviation engineers to lead the design, regulatory engagement and procurement process.

This approach ensures that the Shire obtains accurate construction pricing, minimises the risk of variations and scope changes, and provides funding partners with confidence in the Shire’s planning and governance processes.

Project Scope of Works

The strengthening program includes the full rehabilitation of the 1,900 metre long and 30-metre-wide runway and associated aprons, taxiways and supporting assets. The key components are:

Scope of Works – Summary Table

Work Area	Description (Plain English)
<p>1. Runway Pavement Strengthening</p>	<ul style="list-style-type: none"> • Remove the top layer of the existing runway surface (20–60mm). • Lay a new, thicker high-strength asphalt surface (165–275mm) along the full 1,900m × 30m runway. • Strengthen the runway to meet required aircraft load standards. • Apply grooves and surface treatments to improve drainage, braking and safety.
<p>2. Aprons, Taxiways and Turning Areas</p>	<ul style="list-style-type: none"> • Strengthen aircraft parking areas and the main taxiway to match the upgraded runway strength. • Update aircraft parking lines and movement markings to suit larger modern aircraft. • Consider expanding the apron to allow a third aircraft parking bay.
<p>3. Airfield Lighting and Navigation Systems</p>	<ul style="list-style-type: none"> • Upgrade aircraft parking area lighting to meet modern brightness standards. • Recalibrate landing guidance lights to ensure aircraft approach safely. • Replace older fittings with safety-approved break-safe connections. • Adjust navigation equipment where required.
<p>4. Markings, Signage and Compliance</p>	<ul style="list-style-type: none"> • Repaint all runway, taxiway and apron markings after works. • Update holding point markings to modern aviation standards. • Review and address any older non-compliant airfield elements triggered by the upgrade.

<p>5. Obstacle Limitation Surfaces (Airspace Clearance)</p>	<ul style="list-style-type: none"> • Re-survey the airspace around the runway to ensure taller aircraft have safe clearance. • Update airspace design drawings for regulatory approval. • Manage temporary obstacles such as cranes during construction.
<p>6. Geotechnical and Materials Testing</p>	<ul style="list-style-type: none"> • Test the strength and characteristics of the soil under the runway. • Assess moisture, salt levels and groundwater conditions that affect pavement life. • Test asphalt binders and aggregates for quality and durability. • Carry out verification testing along the entire runway.
<p>7. Operational Planning, Approvals and Construction Method</p>	<ul style="list-style-type: none"> • Prepare detailed construction and safety work plans. • Notify airlines and pilots of temporary changes during works. • Plan whether construction occurs at night, between flights, or during short closure periods. • Ensure strict safety controls for contractors working on the airfield.

Chronological List of Key Technical Documents

1. 28 June 2022 – Feasibility Study – Larger Aircraft Introduction
2. 30 November 2022 – Engineering Assessment of Onslow Airport Pavement
3. 14 February 2023 – OCM Item 11.2 – Pavement Engineering
4. 14 February 2023 – Adoption of Option 2B (B737/A320 compatibility)
5. 14 March 2023 – OCM Item 11.4 – Airport Upgrades
6. 12 September 2023 – OCM Item 12.4 – Engineering Update
7. 20 February 2024 – OCM Item 12.2 – Runway Planning
8. 1 August 2025 – Preliminary Discussion Document
9. 19 August 2025 – Council Decision 161/2025

Need for Early Investigations

Survey and Geotechnical Requirements

The survey investigation (\$40,000) and geotechnical program (\$150,000) will:

- Determine existing pavement depths and structure.
- Identify subgrade moisture/salt conditions.
- Confirm apron and taxiway levels.

- Define the overlay thickness and staging approach.
- Support the preparation of construction safety plans and compliance with national aviation safety requirements.

Tender/contract consultancy services Requirements

Development of the tender documentation, support during the tender period, and assistance with tender evaluation and the recommendation report. (\$100,000)

This allocation funds only the procurement phases. A further request for **Project Management and Superintendent's Representative** support during construction would be presented later once a preferred contractor is selected and staging requirements are known.

Why these works must occur now

Deferring investigations until after funding deeds are signed would:

- Delay tender preparation.
- Push construction into the 2027 dry season.
- Increase deterioration and risk of aircraft restrictions.
- Increase costs due to inflation, mobilisation and extended staging.

Early investigations materially reduce risk.

Procurement/Tenders

There are two separate tender procurement processes required for this project. The first is the engagement of the Project Management and Superintendent's Representative services, which will support the Shire through design development, regulatory engagement, tender preparation and evaluation. This consultancy procurement is expected to fall within the Chief Executive Officer's purchasing delegation and subject to final pricing, can be approved administratively.

The second procurement is the Design and Construct tender for the runway pavement strengthening and associated works. This is a major civil construction contract that will exceed the CEO's delegated authority and will therefore require a formal Council resolution. The award of tender recommendation will be brought back to Council once tendered rates, funding agreements and staging requirements are confirmed.

Project Timeframes

Preferred Early Investigations Scenario (Updated Timeline: Dec 2025 – Nov 2026)

Cyclone Season

Project Phase	Dec 25	Jan 26	Feb 26	Mar 26	Apr 26	May 26	Jun 26	Jul 26	Aug 26	Sep 26	Oct 26	Nov 26
Survey investigations	■											
Geotechnical investigations	■	■										
Preliminary design		■										
Superintendent's Representative procurement			■	■								
Design freeze				■	■							
Design and Construct tender					■	■	■					
Funding agreements				■	■	■	■	■				
Construction mobilisation								■				
Construction works									■	■	■	■

Delayed Investigations Scenario (Updated Timeline: Mar 2026 – Nov 2027)

This scenario shifts construction into mid-2027, resulting in nearly 12 months of delay.

Operational Constraints Affecting Cost and Timing

The Shire's planning identifies several constraints that must be managed:

- Cyclone season (Dec–Apr) limits construction windows.
- Night-works delivery increases cost and safety risks.
- Works between airline movements require complex staging.
- Full or partial runway closures may be required depending on final design.

These factors materially influence contractor pricing and will be confirmed once tenders are received.

Major Upcoming Activities and What Council Can Expect

1. Engage survey and geotechnical contractors.
2. Engage tender/contract consultancy.
3. Begin preliminary design and technical definition.
4. Procure the Superintendent's Representative / Project Manager.
5. Finalise D&C tender documentation.
6. Advertise and evaluate tenders.
7. Present tender award report to Council once funding deeds are ready for execution.
8. Mobilise contractor during the 2026 dry season.
9. Deliver runway, apron and lighting works.
10. Commissioning, testing and operational handover.

Consultation

Internal consultation has occurred with Airport Services, Infrastructure and Governance. Technical input has been obtained from aviation engineering specialists.

A briefing with elected members was held in May 2025.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	3. Prosperity - We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.
Strategic Outcome	3.2 Aviation transport opportunities for the community
Strategy	2 Focus on, and deliver, safe and enhanced services and facilities.

Council Policy

[Council Policies » Shire of Ashburton](#)

Procurement will be undertaken in accordance with:

- Council Policy – Purchasing and Procurement
- Council Policy – Risk Management
- Council Policy – Asset Management
- Record-keeping and document management requirements.

Financial Implications

Current Financial Year

Preliminary Costs:

- Survey and geotechnical investigations: \$190,000
- Preliminary Project Management consultancy: \$100,000
- Total early-stage allocation requested: \$290,000.

Subject to the outcomes of the survey and geotechnical investigations, the project would proceed to detailed design which may be as much as \$2 million.

Total preliminary expenditure of \$2.3 million will be funded from existing Airport Reserve funds and will form part of the Shire’s overall contribution to the project to be negotiated with funding partners mentioned below.

Overall project cost is currently estimated at \$30 million to \$40 million, subject to tendered rates with the Shire’s total contribution, including the above \$2.3 million, in the vicinity of \$5 million

Obtaining tendered pricing before signing funding agreements with Chevron, Mineral Resources and the Department of Transport allows:

- Verified construction costs
- Accurate funding contributions
- Avoidance of renegotiation
- Stronger financial governance
- Greater partner confidence.

Future Financial Year(s)

Overall project cost is currently estimated at \$30 million to \$40 million, subject to tendered rates.

Legislative Implications

Local Government Act 1995, Part 3 Division 3 section 3.57 Tenders for providing goods or services

Local Government (Functions and General) Regulations 1996, Part 4 Tenders

Civil Aviation Safety Regulations 1998, Part 139 - Aerodromes (Federal Register of Legislation)

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Project (cost)	Project costs exceed current estimates due to limited baseline data or market escalation.	Possible (3)	Major (4)	Moderate (5-9)	Proceeding with early investigations to refine design and tender pricing. Tendered rates obtained prior to signing funding deeds.
Interruption to service	Deterioration of the runway affects airline operations and access to Onslow.	Possible (3)	Moderate (3)	Moderate (5-9)	Early design and procurement to preserve the 2026 construction window.
Compliance	Airport fails to meet CASA Manual of Standards (MOS) Part 139 standards once works commence or grandfathered items are triggered.	Unlikely (2)	Moderate (3)	Moderate (5-9)	Geotechnical and survey investigations to enable compliant design. Superintendent's representative oversight.

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Reputation (social/community)	Perception of poor project planning or delays affecting stakeholder confidence.	Unlikely (2)	Moderate (3)	Moderate (5-9)	Evidence-based planning supported by technical investigations. Accurate tender pricing prior to funding negotiations.
People	Construction undertaken during adverse weather or without adequate technical information.	Unlikely (2)	Minor (2)	Low (1-4)	Planning works for the dry season. Detailed Method of Working Plans (MOWP) as part of tendering.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

The early geotechnical and survey investigations materially reduce the Shire’s financial, operational and compliance risks. Deferring investigations until after funding agreements are signed increases uncertainty, may delay construction into 2027 and raises the risk of service disruption and cost escalation. The recommended action supports sound governance and aligns with the Shire’s adopted risk framework.

Voting Requirements

Simple Majority

Officer Recommendation

That Council:

1. Authorises the Chief Executive Officer to commence the geotechnical and survey investigations required to progress the Onslow Airport Runway Pavement Strengthening and Aircraft Capacity Works project;
2. Authorises the Chief Executive Officer to proceed to detailed design subject to the outcomes of the geotechnical and survey investigation; and
3. Notes that construction will not proceed and no construction tenders will be awarded until all funding agreements have been executed.

Council Decision **238/2025**

Moved **Cr A Sullivan**

Seconded **Cr R de Pledge**

That Council:

1. **Authorises the Chief Executive Officer to commence the geotechnical and survey investigations required to progress the Onslow Airport Runway Pavement Strengthening and Aircraft Capacity Works project;**
2. **Authorises the Chief Executive Officer to proceed to detailed design subject to the outcomes of the geotechnical and survey investigation; and**
3. **Notes that construction will not proceed and no construction tenders will be awarded until all funding agreements have been executed.**

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

12.2 Shire of Ashburton Strategic Tourism Communications and Marketing Plan

File Reference	ED01
Applicant or Proponent(s)	Not Applicable
Author	S Allan, Manager Business & Economic Development
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 10 December 2024 - Item 6.1 – 239/2024
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	<ol style="list-style-type: none"> 1. 2025-2030 Shire of Ashburton Strategic Tourism Communications and Marketing Plan 2. Strategic Alignment STCMP 3. Shire of Ashburton Strategic Tourism Communications and Marketing Plan - Consultant Report

Report Purpose

To request that Council endorses the 2025-2030 Shire of Ashburton Strategic Tourism Communications and Marketing Plan (STCMP).

Background

1. On the 8 March 2022 Council adopted the Strategic Community Plan (Council Decision 025/2022). Section 3.4 Sustainable Commerce and Tourism Opportunities:
 - *Support initiatives to add value to and improve marketing of local business.*
 - *Ensure Shire processes support the development of strong and sustainable local business opportunities.*
 - *Work collaboratively with tourism sector providers, Australia’s North-West Tourism and Tourism WA to increase visitor spend, and length of stay, in the Shire.*
 - *Partner with the Pilbara Development Commission, key resource industry partners and State Government to target investment opportunities designed at stimulating more diversified business and economic development to benefit the community.*
2. On the 8 August 2023 Council adopted the Corporate Business Plan (Council Decision 156/2023). Section 3 Prosperity:
 - *Review the Economic and Tourism Development Strategy.*
 - *Collaborate with the Onslow Chamber of Commerce and Industry and Pilbara Inland Chamber of Commerce and Industry.*
 - *Become a Small Business Friendly local government.*
 - *Leverage the Visit Ashburton Reef to Range tourism brand in the Shire of Ashburton Economic and Tourism Development Strategy.*

3. On the 16 July 2024, Council adopted the Economic Development Strategy (Council Decision 129/2024). Economic Development Vision:

- *A global resources powerhouse*
- *A world-class tourist destination*
- *International recognition for Karijini National Park and growing recognition of Onslow as a visitor destination*
- *Development of unique attractions and experiences*
- *Leisure destination of choice for FIFO workers in the Pilbara*
- *A thriving community*
- *A great place to have a small business.*

Action items identified for regional promotion:

- *Lead regional tourism promotion through the continued growth of the shire of Ashburton brand.*
- *Develop and execute a tourism marketing strategy (including a digital media asset renewal program).*

4. On 10 December 2024 (Council Decision 239/2024) Council passed the following resolution to appoint a consultant to deliver a Shire of Ashburton 2025–2030 Destination Marketing, Communications, Strategy and Plan:

That with respect to the Appointment of Consultant - Shire of Ashburton 2025–2030 Destination Marketing, Communications, Strategy and Plan, the Economic and Tourism Development Committee recommends that Council:

1. *Supports the appointment of the preferred consultant Vanguard Media Group for an amount of \$75,000, (ex GST) to prepare the Shire of Ashburton 2025–2030 Destination Marketing, Communications, Strategy and Plan; and*
2. *Supports a business case being presented to the Chief Executive Officer to investigate opportunities to appoint a dedicated Tourism Marketing Officer to assist in the development and implementation of the 2025-2030 Destination Marketing, Communications, Strategy and Plan.*

Strategic Alignment

The 2025-2030 Shire of Ashburton Strategic Tourism Communications and Marketing Plan (Attachment 1) strongly supports the Shire's strategic framework and that of regional, State and Federal tourism strategic frameworks and objectives outlined in Attachment 2.

Comments

Approach

The STCMP's main objective is to inform and plan future tourism promotional campaigns and activities.

The methodology of the plan is typical to other successful Strategic Tourism plans implemented by other award-winning Local Government Authorities within Western Australia:

City of Fremantle:

- 2025 Western Australian Top Tourism Town Winner
- 2025 Australian Top Tourism Town winner.

[Destination Development Strategic Plan 2023-2027](#)

Visit Mandurah:

- 2023 Western Australian Top Tourism Town Winner'
- 2023 Australian Top Tourism Town winner.

Follow the link to Visit Mandurah Strategic Tourism Plan: [About Us | Visit Mandurah And Mandurah Visitor Centre](#)

Shire of Murray – Dwellingup:

- 2021 and 2023 Western Australian Tiny Tourism Town Winner
- 2023 Australian Top Tiny Tourism Town Winner.

The Shire of Murray's Strategic Tourism Plan does not provide a public version of this document; however, the Shire of Ashburton's current Manager of Business and Economic Development was lead in developing and implementing this tourism strategy for the Shire of Murray over a 6-year period.

Investigation Process

With the development of the STCMP, as per Council Decision on 10 December 2024 consultants Vanguard and Associates were engaged due to their extensive combined experience in tourism brand and marketing, strategic vision, a proven track record with unique, innovative and creative ideas, have respected tourism industry connections and a high level of understanding of the tourism industry ecosystem. For further information on the consultants refer to Attachment 3, Appendix 9.

To achieve this directive and to develop a tourism focused strategic plan that meets both current and future needs, the project team went through a rigorous investigative process.

Agree scope, milestones, timelines, outcomes and outputs: in consultation with the Shire officers, Economic Development and Media teams.

Desktop research: Region's current tourism offering, marketing activities, brand positioning and strategic framework.

Regional familiarisation: An eight-day immersion to understand first-hand the region's current tourism offering, logistical challenges and future opportunities.

Consultation: Conducted remotely and in-person with operators, tourism partners and key stakeholders to understand the industry and its opportunities and challenges.

Workshops: With key stakeholders and tourism operations in Onslow and Tom Price to gain an understanding of the region's tourism aspirations.

Strategic plan development: Information gathered was assessed by the project team's combined knowledge and expertise in tourism development, marketing and branding to create a five-year Strategic Tourism Communications and Marketing Plan to guide growth and promotion of the region's tourism sector. The investigation process informed and directed the below five key marketing objectives.

Key Objectives of STCMP

1. Raise awareness

Whilst Ashburton is home to one of WA's best-known nature-based tourism experiences in Karijini National Park as well as the Mackerel Islands off the coast, the Shire itself has a low tourism profile.

A key objective of the Strategy is to raise awareness of the role the Shire plays in tourism, the unique experiences on offer for visitors and the role played by the towns of the identified 'hero products' Tom Price and Onslow, that can create an enhanced visitor experience.

Brand development and Brand Essence development is key to raising awareness for the region and the future success of the Strategy (refer to pages 41-46 of Attachment 1).

2. Inspire consideration

Once the audience is aware of the destination and its experiences, strategic work needs to be done to encourage them to make the decision to visit.

This can be achieved by providing information on how to access the destination, inspiring images, video and engaging storytelling. This phase includes the development of itineraries, packaging product and online booking to make it easy for the prospective guest to make the decision to commit to travel.

3. Facilitate conversion

Going beyond inspiration it is important that people can take the next step to book and experience the region - conversion. A high proportion of prospective visitors seek their inspiration browsing the internet and social media. For this reason, it is imperative that they convert easily, booking through the Visit Ashburton website or connected directly to businesses, this needs to be accompanied with a strong social media presence.

4. Encourage longer stays, higher spend and repeat visitation

The region's visitor experiences are centred around fragile natural environments. A key objective of the Strategy is to create a tourism sector that is sustainable economically, socially and environmentally.

To achieve this, the aim of the Strategy is to attract visitors that tread lightly on the region and make a more significant economic contribution by pursuing fewer high yield travellers as distinct from large numbers of low spend tourists (refer to pages 31-40 of Attachment 1).

5. Create ambassadors and word of mouth marketing

The ultimate goal of tourism marketing is to create visitors that love the destination as much as the locals do, creating ambassadors and advocates for Ashburton, recommending an Ashburton adventure to their friends and relatives who are also seeking an authentic Australian outback adventure experience.

Consultation

To ensure the STCMP is informed by diverse perspectives and aligned with best practice, the Project team has undertaken extensive consultation with key stakeholders across the tourism, government, industry, and community sectors. This collaborative approach ensures the strategy reflects current trends, leverages regional strengths, and supports sustainable growth.

Consultation activities have included workshops, online sessions, site visits, and direct engagement with the following stakeholders:

- Vanguard and Associates as the assigned Project team and tourism industry professionals.
- Australia's North West Regional Tourism Organisation (ANW RTO). Alignment with ANW strategic marketing plans and vision.
- Tourism WA (TWA), online and with Destination Development persons to assist in informing current and future trends. Alignment with TWA strategic marketing plans and vision.
- Tourism Australia (TA), use of national Helix Persona guidelines to inform target markets. Alignment with TA strategic marketing plans and vision.
- Pilbara Development Commission (PDC). Attendance at the Tom Price workshop and online sessions with the PDC and other Pilbara LGA's to inform a draft regional strategic plan and vision.
- Western Australian Indigenous Tourism Operators Council (WAITOC). To inform on current traditional owner tour and business operations. Current operations of Peedamulla Station Stay as part of the Camping with Custodians initiative and potential future opportunities.
- Department of Biodiversity Conservation and Attractions (DBCA). To obtain visitation data for the Karijini National Park, current trends and future potential opportunities and issues.
- Main Roads Western Australia, phone and email communication as to help inform the future requirements for a Tourism Regional Strategic Signage Project.
- Industry and Resource sectors (Mineral Resources, Rio Tinto and Chevron). Attendance at workshops and in person conversations with the Project team.
- WA Station Stays. Engagement with the committee investigating Western Australian Road Trip itineraries and other potential location opportunities within the Shire.
- Karijini Visitor Centre. Project team visit to the Visitor Centre and in person discussions with staff to inform the strategy.
- Economic Tourism and Development Committee. As part of briefings, updates and inclusion at the stakeholder workshops.
- Shire of Ashburton Staff and Council. Inclusion at workshops.
- Community workshops (Tom Price and Onslow).
- Tom Price Visitor Centre. Project team visit and discussions with staff, visitation data.
- Onslow Visitor Centre. Project team visit and discussions with staff, visitation data.
- Onslow Ocean View Caravan Park. Booking and visitation data.
- Ashburton tourism businesses and stakeholders. Phone, email and in person visits by Project team.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	3. Prosperity - We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.
Strategic Outcome	3.4 Sustainable commerce and tourism opportunities
Strategy	1 Support initiatives to add value to, and improve marketing of, local business.

Council Policy

[Council Policies » Shire of Ashburton](#)

Shire of Ashburton Tourism Promotion and Attraction (Resolution 100/2025)

- *The Shire will continue to work with State, regional and tourism industry stakeholders to promote and develop local tourism.*
- *Ensure a consistent and strategic approach to the promotion of marketing of the Shire to encourage an increase of visitors, supporting economic diversification and sustainability of the region.*
- *Facilitate the development of scenic drive routes and trails, locations of interest, and review direction, information, promotional and interpretative signage needed in strategically important tourist areas.*
- *Consider the welfare of the whole community, and examine the social, cultural, economic, and environmental impacts when supporting tourism development and/or diversification and any associated facilities, to ensure the ongoing sustainability and authentic sense of place.*

Financial Implications

Current Financial Year

Shire of Ashburton Strategic Tourism Communications and Marketing Plan

There are no 2025/2026 Annual Budget implications upon the endorsement of the STCMP as there are available funds in the current financial year budget allocation code ED24081.

Budget Code	ED24081 – Tourism Initiatives
Total Budget 2025/26	\$287,850.00
Available Funds	\$130,597.00
Allocation towards the STCMP for Brand Development	\$30,000.00

Tourism Marketing and Administration Officer

On the 10 December 2024 Council resolution Item 6.1 – 239/2024 (item 2). A business case has been provided to the Chief Executive Officer for the appointment of a dedicated Tourism Marketing and Administration Officer.

Future Financial Year(s)

Future financial year implications, outlined below that need to be considered (refer to Attachment 3, pages 52-54 for further detail):

Financial Year	Current Allocated Council Budget	Strategy Budget Requirement	Additional funds required for future years consideration	Employment Costs	Total Amount
2025/26	\$ 287,850.00	\$ 30,000.00	Included in current budget	\$111,000 (\$60,000 pro rata)	\$ 90,000.00
2026/27	\$ 287,850.00	\$ 508,000.00	\$ 220,150.00	\$ 111,000.00	\$ 619,000.00
2027/28	\$ 287,850.00	\$ 570,000.00	\$ 282,150.00	\$ 112,000.00	\$ 682,000.00
2028/29	\$ 287,850.00	\$ 375,000.00	\$ 87,150.00	\$ 113,000.00	\$ 488,000.00
2029/30	\$ 287,850.00	\$ 430,000.00	\$ 142,150.00	\$ 114,000.00	\$ 544,000.00
2030/31	\$ 287,850.00	\$ 385,000.00	\$ 97,150.00	\$ 115,000.00	\$ 500,000.00
TOTAL	\$ 1,727,100.00	\$ 2,268,030.00	\$ 828,750.00	\$ 625,000.00	\$ 2,923,000.00

These budget estimates will inform the Annual Budget process and LTFP in the future.

Legislative Implications

Nil

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Project (time)	Delay in the endorsement of the Strategy will then require additional time and associated costs to rework the Strategy to Committee and/or Council requirements.	Possible (3)	Minor (2)	Low (1-4)	Committee endorsement to Council of the Strategy for commencement in December 2025 to meet the timeline of the proposed Strategy.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That Council endorses the 2025-2030 Shire of Ashburton Strategic Tourism Communications and Marketing Plan, as provided at Attachment 1.

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Council Decision **239/2025****Moved** **Cr A Sullivan****Seconded** **Cr T Fox****That Council endorses the 2025-2030 Shire of Ashburton Strategic Tourism Communications and Marketing Plan, as provided at Attachment 1.****For:** **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers****Against:** **Nil****Carried 9/0**

- Cr B Healy disclosed an indirect financial interest in Item 12.3 (detailed in Item 5.2).*
- Cr C Rogers disclosed a direct financial interest in Item 12.3 (detailed in Item 5.2).*
- Cr K Day disclosed a direct financial interest in Item 12.3 (detailed in Item 5.2).*
- Cr L Rumble JP disclosed a direct financial interest in Item 12.3 (detailed in Item 5.2).*
- Cr T Fox disclosed an indirect financial interest in Item 12.3 (detailed in Item 5.2).*
- SP A Smith disclosed a direct financial interest in Item 12.3 (detailed in Item 5.2).*
- Cr A Sullivan disclosed a direct financial interest in Item 12.3 (detailed in Item 5.2).*

At 1:31 pm, Cr C Rogers left the meeting.
 At 1:31 pm, Cr T Fox left the meeting.
 At 1:31 pm, Cr A Sullivan left the meeting.

12.3 Development Application DA25-43 - Paraburdoo Airport Extension - Lot 300 (Crown Reserve)

File Reference	LP10.8.0
Applicant or Proponent(s)	TBB Planning
Author	L Advisory, LK Advisory Pty Ltd
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	<ol style="list-style-type: none"> 1. Draft Development Approval Conditions 2. Application Plans 3. Landscaping Plans 4. Artistic Renders 5. Applicant's Planning Report 6. Paraburdoo Airport DA Assessment

Report Purpose

To inform Council of a development application proposing major upgrades to Paraburdoo Airport by Rio Tinto Iron Ore (RTIO) – the airport operator.

This report is for noting only and does not require a Council decision on the proposal as the application is intended to be determined by the Chief Executive Officer (CEO) under delegated authority once all external agency comments have been received.

It is proposed to approve the application under Council’s Delegation 08.01.02 Determination of Development Applications, generally in accordance with the draft development conditions listed in Attachment 1 once all agency referral responses have been received.

If the application is not determined under delegated authority, the next available meeting date for Council to make a decision on this proposal is 24 February 2026, which will exceed the statutory timeframe to determine the application.

While there is no formal requirement to present a report to Council regarding a development application to be determined under delegated authority, it is considered appropriate to do so in this instance given the profile and importance of this proposal to the Shire, the community, Rio Tinto and other key stakeholders.

Background

In October 2025, Perth urban design and planning consultants, TBB Planning, on behalf of Rio Tinto (RTIO), lodged a Development Application (DA) for significant upgrades to the Paraburdoo Airport apron, terminal and parking facilities.

RTIO operates the airport which is located on Lot 300 Tom Price–Paraburdoo Road, approximately 10 km northeast of the Paraburdoo townsite. Lot 300 is Crown land (State-owned) leased to RTIO.

Qantas operates approximately 16 weekly flights from Paraburdoo Airport using mainly Airbus aircraft which can carry up to 180 passengers. Smaller F100 aircraft are also used but will soon be retired from Qantas' fleet. Paraburdoo Airport was originally designed to accommodate the F100 aircraft, however the move to larger aircraft capable of carrying more passengers has necessitated the proposed airport upgrades.

The current size and age of the airport facilities are causing aircraft congestion, operational inefficiencies and passenger delays due to undersized and inefficient baggage handling facilities.

The proposed airport upgrades will expand the apron, improve aircraft manoeuvring, modernise the ageing terminal building, and enhance overall operational efficiency.

Comments

Proposal

It is proposed to construct a new terminal building with security screening, baggage handling, staff areas, a café, amenities, passenger facilities, waiting areas, and hire vehicle kiosks.

Minor apron extensions are also proposed, along with waste storage areas, sealed and marked parking for short- and long-term use, bus and public pick-up/drop-off zones, overflow parking, new emergency service facilities, and enhanced landscaping.

No changes are proposed to the main access point along Airport Access Road.

The terminal will be relocated to the western side of the airport, with associated bus pick-up/drop-off facilities and reconfigured public parking to align with the new terminal location. Public parking and passenger bays will primarily be located west of the terminal, reducing traffic on Airport Loop Road and minimising conflicts between private vehicles, buses, and fuel delivery trucks.

Key improvements to parking and traffic include:

- 405 formalised, sealed, and line-marked public parking bays, with 9 accessible bays clearly signposted.
- Approximately 330 existing bays for hire cars will be retained, along with 25 future heavy vehicle bays and 70 overflow bays. An additional 240 bays are proposed for future public parking expansion.
- Reconfiguring the public car parking areas to better align with the new terminal location.

- Passenger pick-up and drop-off bays and new waiting shelters will primarily be located to the west of the new terminal. This change will reduce traffic on the Airport Loop Road around the existing hire car facilities, helping to minimise conflicts between private vehicles, buses, and fuel delivery trucks.
- Dedicated freight and service delivery area, separated from general traffic to enhance safety and reduce disruption.
- Changing the flow direction around the hire car area, allowing fuel trucks to operate safely within normal circulation and eliminating escorted movements.
- 1 parking bay will be provided for the RFDS/Ambulance.

The DA plans, incorporating Application Plans, Landscaping Plans and Artistic Renders are provided as Attachments 2, 3 and 4, respectively.

The application does not propose any significant changes to the existing car rental parking area, which has a capacity of approximately 330 car bays and was approved by the Shire on 22 October 2021 (DA21-76). However, the application will result in a more legible and cohesive layout for rental car parking, limit the current overspill into public car parking areas, and assist in prioritising public parking across the site.

The proposed development will be staged to minimise disruption to airport operations. The staging details are provided in the applicant’s Planning Report in Attachment 5 and are summarised in the table below.

Stage	Proposed Works
1	Construct new sealed parking west of Airport Access Road and establish construction laydown areas.
2	Construct new terminal, emergency services buildings, new car parking and pick-up/drop-off areas, and extend the western apron. Upgrade electrical and water infrastructure.
3	Demolish the existing terminal and redundant structures; relocate airport operations to new terminal.
4	Construct final apron expansions, complete sealed parking and finalise site-wide drainage.

Local Planning Scheme No. 7

Lot 300 is zoned “Community – Airport” under Local Planning Scheme No. 7 (LPS 7).

The proposed development is classified as an “Aerodrome” under the Scheme, which is a permitted (‘P’) use in the “Community – Airport” zone.

The proposal accords with the Shire’s planning framework and satisfies all other relevant planning considerations, as outlined in the detailed planning assessment included as Attachment 6.

The detailed planning assessment has identified conditions to be imposed on the approval for this development, which include the following –

- Preparation of a Bushfire Emergency Plan (BEP) prior to occupation of the development.
- Lodgement of a detailed landscaping plan, including the provision of shade trees in parking and access areas to improve shade and amenity, and the appearance of the development.
- Requiring all landscaping to be planted and maintained to the Shire’s satisfaction in accordance with the approved landscaping plan.

- Requiring the site to be kept neat and tidy and for the appearance of the development to remain at a high standard.
- Lodgement of a detailed stormwater and drainage management plan, prior to the submission of a building permit.
- Requiring stormwater from the development to be retained on site in accordance with the approved stormwater and drainage management plan.
- Lodgement of revised plans to show car bay dimensions and vehicle circulation aisle widths.
- Making a public art contribution in accordance with the Shire's 'percent for art' policy, to a minimum value of \$555,000.
- Lodgement of a signage and wayfinding strategy, prior to occupancy of the development.

Draft Local Planning Scheme No.8

Draft Local Planning Scheme No. 8 (LPS 8) has been advertised for public comment and will be reported to Council in February 2026 for final consideration before being referred to the Western Australian Planning Commission (WAPC) and Minister for Planning and Lands for approval.

LPS 8 identifies the Paraburdoo Airport as a "Strategic Infrastructure" Reserve, rather than the current "Community – Airport" zone under LPS 7. The objectives of this reserve are to set aside land required for port or airport facilities. Part 4 of draft LPS 8 requires development within the Scheme Area to provide sufficient onsite car parking to accommodate the proposed land use.

The application complies with the relevant provisions of draft LPS 8.

Local Planning Strategy

The application is consistent with the Shire's Local Planning Strategy (Strategy) which identifies the subject land as Community/Public Purpose and includes actions to support expansion and maintenance of air transport infrastructure.

State Planning Policy 2.7 Public Drinking Water Source

The development area is within the P1 Paraburdoo Water Reserve, with the entirety of the lot containing the airport being classified as a P3 protection area. Wellhead Protection Zone sites also apply to part of the site.

Priority 3 (P3) source protection areas are defined to manage the risk of pollution of the water source. P3 areas are declared over land where water supply sources need to co-exist with other land uses such as residential, commercial and light industrial developments, although there is some restriction on potentially high polluting land uses.

This proposal will not result in any changes to potentially contaminating land uses.

State Planning Policy 3.2 Aboriginal Settlements

The development is located within a previously surveyed Aboriginal Cultural Heritage (ACH) area and adjacent to ACH lodged sites. There are no registered ACH sites within the development area however, there are three registered ACH sites within proximity to the airport.

The proposed airport upgrades, and particularly the car park expansions, have been designed to avoid registered and lodged ACH sites.

State Planning Policy 3.7 Bushfire

A Bushfire Management Plan (BMP) has been prepared and identifies the airport as a vulnerable land use. The BMP demonstrates compliance with the Bushfire Protection Criteria, including Asset Protection Zones (APZs), firefighting water supply, construction standards, evacuation planning and firebreak maintenance.

Application Determination Requirements

Under Clause 75 of Schedule 2 in the *Planning and Development (Local Planning Schemes) Regulations 2015*, the Shire must determine the development application within 90 days of accepting the application. In the case of this proposal, a determination is required by 12 January 2025.

Additionally, under Clause 68(1A) of Schedule 2, where an application has been referred to an external authority, the Shire cannot determine the application until the referral period under Clause 66(3) has expired.

External agency responses for this application are due by 17 December 2024. Therefore, the application cannot be determined until after this date.

It is proposed to approve the application under Council's Delegation 08.01.02, generally in accordance with the draft development conditions listed in Attachment 1 once all agency referral responses have been received.

Consultation

Public consultation is not required for the development application under Clause 64 in Schedule 2 of the *Planning and Development (Local Planning Schemes) Regulations 2015*. This is because the application is for a permitted 'P' use within the 'Airport' zone under LPS 7.

The application was referred to internal Shire departments, with their responses summarised below:

Building Department

- A demolition permit and/or a building approval for the proposed building and demolition works will be required.
- All building work must comply with the requirements of the National Construction Code 2022.
- Class 2-9 buildings must be lodged as certified building permit applications.

Environmental Health

- The new terminal includes a café and food handling areas. The operator must submit a Food Premises Notification-Registration Form prior to fit-out and operation. The kitchen design, fit-out, and equipment must comply with the Food Act 2008 (WA) and Food Standards Code.
- The Waste Management Plan is generally adequate. Waste volumes should be monitored after the café opens, with collection frequency and bin numbers reviewed as needed. The bin storage area must be vermin-proof and regularly cleaned.
- The applicant will be required to submit a wastewater disposal application prior to any construction where the suitability of the system can be assessed.

- Stormwater must be managed to prevent ponding, mosquito breeding, and runoff to sensitive areas. Drainage infrastructure must be maintained to avoid public health nuisances.
- It is recommended that a construction management plan be provided to address dust, noise, and other hazards for airport users during this period.
- The terminal must be registered as a public building under *Health (Public Buildings) Regulations 1992 (WA)*. An application is required to be submitted prior to occupation and use.
- All drinking water outlets must be connected to a potable water supply and be maintained to prevent contamination.

External Referrals

The application was referred to the following external statutory and public authorities for comment:

Department of Planning, Lands and Heritage (DPLH)
Department of Water and Environmental Regulation (DWER)
Department of Biodiversity, Conservation and Attractions (DBCA)
Department of Fire and Emergency Services (DFES)
Department of Local Government, Industry Regulation and Safety (DLGIRS)
Main Roads Western Australia (MRWA)
Civil Aviation and Safety Authority (CASA)

The application only required a referral to DWER in response to a Memorial on the Certificate of Title with respect to the *Contaminated Sites Act*. The referrals to other agencies were undertaken at the discretion of the Shire of Ashburton.

Where deemed necessary by the CEO, relevant agency feedback on this proposal can be incorporated into the draft approval conditions included with this report.

Applicant's Pre Lodgement Consultation

Pre-lodgement engagement and consultation was undertaken by the applicant with key stakeholders and community members from 25 July 2025 to 6 August 2025.

Engagement included pop-up stalls in Paraburdoo and Tom Price, meetings with Shire staff, on-ground interviews with local businesses and online digital surveys accessible to RTIO employees and the wider community as detailed in the Engagement Outcomes Report that forms part of the application.

Consultation with the Yinhawangka Aboriginal Corporation (Traditional Owners of Paraburdoo) was scheduled to occur in October/November 2025. The results of this engagement and any necessary updates to the plans will be forwarded to the Shire, although this is not strictly required to progress the development application.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	3. Prosperity - We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.
Strategic Outcome	3.2 Aviation transport opportunities for the community
Strategy	4 Promote opportunities for air services, aviation facilities, associated businesses, and future expansion.

Council Policy

[Council Policies » Shire of Ashburton](#)

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

Planning and Development Act 2005

Planning and Development (Local Planning Schemes) Regulations 2015

Local Planning Scheme No. 7

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Council is not informed or aware of the proposed redevelopment of Paraburdoo Airport. A decision on the development application is delayed until after the statutory decision-making period.	Unlikely (2)	Major (4)	Moderate (5-9)	Provide a report to Council including detailed information and planning assessment for determination of the application. Determine the application under delegated authority generally in line with the draft approval conditions included with this report.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That Council notes the Chief Executive Officer's intention to approve development application DA25-43 for Paraburdoo Airport Terminal and Car Park Upgrades under Council Delegation 08.01.02 - Determination of Development Applications, following the close of the external agency referral period on 17 December 2025, subject to the draft conditions contained in Attachment 1 with any additions or modifications deemed necessary by the Chief Executive Officer to address agency comments.

Council Decision	240/2025
Moved	Cr R de Pledge
Seconded	Cr K White
That Council notes the Chief Executive Officer's intention to approve development application DA25-43 for Paraburdoo Airport Terminal and Car Park Upgrades under Council Delegation 08.01.02 - Determination of Development Applications, following the close of the external agency referral period on 17 December 2025, subject to the draft conditions contained in Attachment 1 with any additions or modifications deemed necessary by the Chief Executive Officer to address agency comments.	
For:	A Smith, R de Pledge, K White, K Day and B Healy
Against:	Nil
Carried 5/0	

At 1:32 pm, Cr Tom Fox returned to the meeting.
 At 1:32 pm, Cr Alana Sullivan returned to the meeting.
 At 1:32 pm, Cr Clay Rogers returned to the meeting.

12.4 Ngurrawaana Settlement Layout Plan

File Reference	LP10.8.0
Applicant or Proponent(s)	Not Applicable
Author	L Advisory, LK Advisory Pty Ltd
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 10 April 2013 - Item 13.6 – Nil Ordinary Council Meeting 10 October 2023 - Item 12.2 – 182/2023
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	<ol style="list-style-type: none"> 1. Community Settlement Layout Plan 2. Bushfire Management Plan 3. Yindjibarndi Nation Limited - Ngurrawaana Flood Extents

Report Purpose

The purpose of this report is to present the Ngurrawaana Community Settlement Layout Plan (the Layout Plan) to Council for endorsement, and to outline the responsibilities of the local government with respect to consideration and endorsement of layout plans under State Planning Policy 3.2 – Aboriginal Settlements.

Layout Plans are to reflect the growth aspirations of the resident community and traditional owners based on sound planning principles with the intent to plan for the orderly and coordinated development of Aboriginal settlements.

Background

Ngurrawaana community is located on Crown Reserve land, being Reserve 40617 designated for the 'Use and Benefit of Aboriginal Inhabitants'. The land is vested to the Ngurrawaana Group Aboriginal Corporation (NGAC), with formal governance of the land and community being through NGAC. The community is situated within the Yindjibarndi Native Title Determination Area and sits within the Yindjibarndi Renewable Energy Project Indigenous Land Use Agreement. Crown Reserve 40617 has an area of 200.2201 hectares.

The Ngurrawaana settlement is a remote aboriginal community on the banks of Coordinator Creek, located approximately 75km north-east of the Pannawonica townsite, and 6.7km west of the Millstream Chichester National Park. The settlement has an existing population of 35 people. The settlement is accessed via a private gravel Water Corporation track, that provides access to the Red Dog Highway. The nearest road controlled by the Shire of Ashburton (Shire), is the Millstream-Pannawonica Road approximately 38km south of the community.

In 2013, Council considered a request via the Department of Regional Development and Lands (RDL), from the NGAC to freehold Reserve 40617. Council resolved to advise RDL that the Shire did not oppose Reserve 40617 being made freehold, subject to the freehold not to be undertaken where there is an expectation the Shire would resume responsibility for roads, rubbish, other infrastructure and community services beyond those that are currently provided.

The Layout Plan (Attachment 1) is the first settlement layout plan to be prepared for the Ngurrawaana community in accordance with State Planning Policy 3.6 – Aboriginal Settlements, and to be endorsed by the community and NGAC. The intent and key characteristics of the Layout Plan is to formalise existing land uses and infrastructure, and to identify the future expansion of the community including additional residential development, road, services and community facilities.

Section 5.5 of the Layout Plan (see Attachment 1) states that the NGAC is responsible for managing all community infrastructure and land use within the settlement. It noted that the community has previously sought a freehold title to strengthen long term governance and economic opportunities. Any future freehold title considerations do not form part of this Layout Plan assessment.

Planning Framework

Local Planning Scheme No. 7 and Local Planning Strategy

The settlement and surrounding land are currently reserved for Public Purposes – Water and Drainage under Local Planning Scheme No.7 (LPS7). The public purpose reservation relates to public drinking water catchment areas. The settlement is not however included as a public drinking water source area by the Department of Water and Environmental Regulation (DWER). The Local Planning Strategy (Strategy) similarly identifies the Ngurrawaana settlement as Community/Public Purpose (Water and Drainage), and as an existing Aboriginal Settlement. The Strategy also recognises the opportunity for the Shire to advocate for the preparation of a layout plan to coordinate services and infrastructure for the settlement.

Draft Local Planning Scheme No.8

Council adopted LPS8 on 10 October 2023 for the purpose of advertising (Items 12.2 and 12.3). Consistent with the Strategy, LPS8 includes the settlement within a ‘Settlement Zone’, with the objectives of the zone being to identify existing and proposed Aboriginal settlements and to collaboratively plan for orderly and proper development through the preparation and endorsement of a layout plan in accordance with State Planning Policy 3.2. Draft LPS8 requires that future development in the ‘Settlement Zone’ is carried out in accordance with a layout plan.

State Planning Policy 3.2 Aboriginal Settlements

State Planning Policy 3.2 Aboriginal Settlements (SPP 3.2) defines Aboriginal settlement as being:

“a discrete place that is not contiguous with a gazetted town, is inhabited or intended to be inhabited wholly or principally by persons of Aboriginal descent, as defined under the Aboriginal Affairs Planning Authority Act 1972, and which has no less than 5 domestic dwellings and/or is supported by essential services that are provided by one or more state agency(s).”

The objectives of SPP 3.2 are:

- To provide for the recognition of Aboriginal settlements through local planning schemes and strategies.
- To collaboratively plan for the orderly and coordinated development of Aboriginal settlements.

SPP 3.2 defines a layout plan as a land-use plan for Aboriginal settlement. SPP 3.2 and the associated Aboriginal Settlement Guidelines sets out the way a layout plan is to be prepared and endorsed including consultation requirements. SPP 3.2 also requires local government to classify land as a 'settlement zone' in a local planning scheme where a layout plan has been endorsed under SPP 3.2.

The Western Australian Planning Commission (WAPC) is the head of power to endorse any community layout plan. WAPC endorsement of a layout plan cannot be provided without the layout plan firstly being endorsed by the residential community, and the local government. This is the first layout plan for Ngurrawaana that is presented to Council for its endorsement under SPP 3.2.

State Planning Policy 3.7 Bushfire

The settlement is in a Bushfire Prone Area designated by Department of Fire and Emergency Services. The Layout Plan has been informed by a Bushfire Management Plan (BMP). The BMP (Attachment 2) introduces measures to protect the community for bushfires including provision of asset protection zones around all new and existing buildings, inclusion of a new exclusive use firefighting tank and nomination of a bushfire refuge location in the existing school building.

The BMP does not, however form part of the Layout Plan, and recommendations of the BMP including the location of a firefighting water tank and emergency refuge location, are not identified on the Master Plan or Layout Plan. It is recommended that Council take this into consideration when making a recommendation to endorse the Layout Plan.

Comments

Description of Proposal

The Layout Plan is proposed to formalise existing land uses, and to reflect the growth aspirations of the community based on sound planning principles including consideration of known cultural, environmental, and infrastructure constraints and opportunities. The Layout Plan identifies the following Development Priorities:

- Short term (2025-2026) priorities include upgrading existing housing, installing essential infrastructure for power and water reliability, improving road access for all-weather connectivity, and establishing a telehealth facility.
- Medium term (2027-2029) priorities include construction of new housing, construction a multipurpose community and cultural centre, expanding digital connectivity and internet access, and economic development initiatives.
- Long term (2030-2033) priorities include expansion of residential areas. Enhancing education facilities, establishing sustainable energy solutions such as solar power, and upgrading community facilities.

The Layout Plan has considered the protection of existing waterways, drainage flow and flood hazards (Attachment 3) and recommends future infrastructure is located away from the mapped flood extents. The Layout Plan has located new infrastructure and residential expansion areas outside of the flood extents.

The Layout Plan relates solely to the proposed layout and management of the Ngurrawaana settlement. It is not an application for development approval and does not include any broader considerations relevant to residents outside the Ngurrawaana community or to infrastructure and services located beyond the settlement.

Servicing and Environmental Health

Future development will need to be adequately serviced, including the provision of suitable effluent disposal systems. The Shire’s Environmental Health Department recommends the following for future wastewater disposal:

- Minimum 1.2m separation from the highest known groundwater level.
- Minimum 30m setback from drinking water sources, including bores, watercourses, and dams.
- Location outside areas subject to 1:10-year flood or inundation events.
- Site and soil capability assessment may be required.
- Use of individual systems poses a contamination risk during flood or inundation events.

Environmental Health also advises that the proposed expansion of the rubbish tip will require licensing with DWER and must comply with environmental protection requirements.

The proposed tourist camping area will require separate registration under the *Caravan Parks and Camping Grounds Act 1995* and must meet the minimum health and safety standards set out in the *Caravan Parks and Camping Grounds Regulations 1997*.

Servicing and environmental health matters are not required to be included in the Layout Plan and will be addressed as part of future development applications.

Consultation

Public consultation is not required for the Layout Plan, which applies solely to Crown land and has no broader implications for the wider community.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.
Strategic Outcome	2.6 Land use opportunities to benefit current and future communities
Strategy	3 Review and implement planning frameworks and strategies to ensure appropriate development outcomes.

Council Policy

[Council Policies » Shire of Ashburton](#)

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

Planning and Development Act 2005

Part 3, provides the Western Australian Planning Commission to prepare State Planning Policies

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Council may be seen to not be advocating for the preparation of a layout plan to coordinate services and infrastructure for the settlement, as endorsed under the Local Planning Strategy.	Likely (4)	Minor (2)	Low (1-4)	Accept the officer's recommendation.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That Council endorse the Ngurrawaana Settlement Layout Plan, as detailed in Attachment 1, subject to including the recommendations of the Bushfire Management Plan and the location of the firefighting water tank and emergency refuge location.

Ordinary Council Meeting Minutes

9 December 2025

Council Decision **241/2025****Moved** **Cr K Day****Seconded** **Cr C Rogers**

That Council endorse the Ngurrawaana Settlement Layout Plan, as detailed in Attachment 1, subject to including the recommendations of the Bushfire Management Plan and the location of the firefighting water tank and emergency refuge location.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 8/0

At 1:34pm, Cr L Rumble JP returned to the meeting.

13 Corporate Services Reports

13.1 Strategic Briefings

File Reference	GV04
Applicant or Proponent(s)	Not Applicable
Author	J Bray, Manager Governance
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

The purpose of this report is to seek Council’s support for the scheduling of ongoing strategic briefings to be held a week prior to each Ordinary Council Meeting, commencing in February 2026.

Council is requested to endorse this approach to enhance informed decision-making and governance.

Background

Currently, briefings are scheduled on the morning of the Ordinary Council Meeting day and ad hoc as required.

The Ordinary Council Meeting day briefing schedule is often full, requiring some items to be deferred to the following month. This results in delays to progressing important projects and limits Council’s ability to address matters in a timely manner.

Comments

To improve Council’s ability to consider matters in depth and ensure all elected members are fully informed, it is proposed to commence holding regular briefings in 2026.

Regular briefings will provide elected members with the opportunity to discuss agenda items, seek clarification, and receive updates on strategic matters in a collaborative environment. This approach aligns with best practice in local government and supports effective governance.

Strategic briefings are proposed to be held on the Monday evening, a week prior to the Ordinary Council Meeting, following the issue of the draft agenda, except where the Monday falls on a public holiday. In this case, the strategic briefing will be scheduled on the Tuesday. The strategic briefings will not be open to the public and are to be attended by all elected members and relevant officers (In-person or online). External presenters may attend for specific sessions, as required.

Decisions or agreement must not be made in respect to any matter raised during the strategic briefings which will require a future Council resolution.

All principles of the *Local Government Act 1995* and Council's Code of Conduct apply. Discussions should be open and honest to foster a team approach and ensure members are fully informed.

This proposal is intended to support performance excellence and visionary community leadership, as outlined in the Shire of Ashburton Strategic Community Plan 2022–2032.

Consultation

The Chief Executive Officer, elected members and the Governance team have been consulted on the introduction of strategic briefings.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Elected Member Briefing Forums will apply to the proposed strategic briefings.

The format of the strategic briefings is expected to evolve over the first six months (introductory period) as such, no policy amendments are proposed at this stage. Policy amendments will be considered following the introductory period.

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

The *Local Government Act 1995* and Council's Code of Conduct for Council Members, Committee Members and Candidates apply to all briefing forums.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Insufficient briefing of elected members leading to uninformed decision-making.	Possible (3)	Moderate (3)	Moderate (5-9)	Schedule regular briefings, ensure all members are invited and provided with relevant materials in advance.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That Council:

1. Supports the scheduling of strategic briefings to be held on the Monday evening, a week prior to each Ordinary Council Meeting, commencing in February 2026.
2. Notes that where the Monday is a public holiday, the strategic briefing will be scheduled for the Tuesday.

Council Decision **242/2025**

Moved **Cr R de Pledge**

Seconded **Cr K Day**

That Council:

1. **Supports the scheduling of strategic briefings to be held on the Monday evening, a week prior to each Ordinary Council Meeting, commencing in February 2026.**
2. **Notes that where the Monday is a public holiday, the strategic briefing will be scheduled for the Tuesday.**

For: **A Smith, A Sullivan, R de Pledge, K White, L Rumble JP, T Fox, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

13.2 Periodic Review - Elected Member Policies

File Reference	GV20
Applicant or Proponent(s)	Not Applicable
Author	R Marlborough, Senior Governance Officer
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Ordinary Council Meeting 14 March 2023 - Item 12.5 – 039/2023 Ordinary Council Meeting 12 December 2023 – Item 13.5 –231/2023
Disclosure(s) of interest	Author – Nil Authorising Officer – Nil
Attachments	<ol style="list-style-type: none"> 1. Elected Member Continuing Professional Development 2. Elected Member and Chief Executive Officer Attendance at Events 3. Elected Member Photographs 4. Elected Member Information Requests 5. Elected Member Entitlements 6. Elected Member Recordkeeping 7. Elected Member Recognition of Service and Legal Representation

Report Purpose

The purpose of this report is to present to Council for consideration –

- the statutory review of Council Policy – Elected Member Continuing Professional Development, which is required after each ordinary local government election; and
- the outcome of a general review of all directly related elected member, Council policies.

Council is requested to consider the reviewed policies as detailed in this report and as provided in the respective attachments.

Background

It is a requirement of the *Local Government Act 1995* (the Act) that Council Policy – Elected Member Continuing Professional Development be reviewed after each local government election to ensure compliance with the Act.

This policy was first adopted by Council in July 2022. The policy was last formally reviewed in December 2023, following the 2023 Ordinary Election.

Elected member related Council policies have also been historically reviewed after each ordinary election to ensure improved awareness, good governance and effective clear operable policy positions.

The other policies presented as part of the review have a significant value to Council as a whole.

Comments

Periodic Council Policy reviews, whether statutorily required or otherwise ensure policy positions are fit for purpose and functional.

The following table details the amendments proposed to the detailed Council policies. For Council’s information the suggested amendments are provided as attachments, with all proposed amendments and updates tracked.

Policy Title	Summary of Proposed Amendments
Elected Member Continuing Professional Development (Attachment 1)	Statutory review required following an Ordinary Local Government Election. <ol style="list-style-type: none"> 1. Clause 2. Updated to add a reference to the statutory requirements of the <i>Local Government Act 1995</i> (the Act) relating to the course titled, Council Member Essentials. Penalty for non-compliance updated to align with the Act. 2. Clause 3.4. Added text to require elected members to submit a training evaluation form within 1 month of returning from professional development training. 3. A new clause 3.5 has been inserted to: <ul style="list-style-type: none"> • demonstrate that where elected member continuing professional development training is approved and the elected member fails to attend or complete the training/course (unless exceptional circumstances apply to the satisfaction of the Chief Executive Officer (CEO)) the elected member shall reimburse the Shire the training and any other directly related costs; and • Where an elected member is dissatisfied with a request by the CEO to refund professional development expenditure, Council shall determine the matter. 4. Links to relevant policies/documents corrected and updated to improve accessibility.
Elected Member and Chief Executive Officer Attendance at Events (Attachment 2)	<ol style="list-style-type: none"> 1. Minor grammatical change to the pre-approved events clause to insert (eg.) before the named hosted event entities. 2. Updated the approval process for invitations received to attend non approved events. Removed reference to the Deputy Shire President and replaced with Council. 3. Minor change to the dispute resolution clause to change Councillors to elected members. Deleted the second sentence in the dispute resolution clause, as Council determine the Shire President’s attendance at non pre-approved events, and this content is not required given the updated approval process clause. 4. To improve clarity content added to the formal duties clause clarifying that expense reimbursements are only applicable where an elected member is undertaking formal duties at an event attended. 5. Links to relevant policies/documents and the elected member teams channel updated to improve accessibility.
Elected Member Photographs (Attachment 3)	Links to relevant policies/documents corrected and updated to improve accessibility, otherwise this policy is working effectively. No other change proposed.

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<p>Elected Member Information Requests (Attachment 4)</p>	<p>Links to relevant policies/documents corrected and updated to improve accessibility. Given the pending introduction of communications agreements as part of ongoing local government reforms. No other changes are proposed.</p>
<p>Elected Member Entitlements (Attachment 5)</p>	<p>Subclause 1.1. Title added to clearly distinguish elected members from the independent appointed committee members of the Audit, Risk and Improvement Committee.</p> <ul style="list-style-type: none"> • Acronym inserted for Information and Communications Technology (ICT). <p>New subclause 1.2 added to provide context about the payment of meeting attendance fees to the presiding member of the Audit, Risk and Improvement Committee.</p> <p>New subclause 1.3 added to provide information on the provision of superannuation to elected members.</p> <p>New subclause 1.4 added to provide reference regarding the liability for taxation on fees payable.</p> <p>Clause 2 heading updated – Added “elected members”</p> <p>Clause 2.1 - Reviewed and updated. Content added to:</p> <ol style="list-style-type: none"> a) reference the rate for approved travel reimbursement is the per kilometre rate specified in the Local Government Officers’ (Western Australia) Award 2021. b) clearly identify that vehicle travel reimbursements will be payable for attendance at Shire convened or supported external meetings, approved professional development, presentations, functions, events or ceremonies where the Shire is being represented and formal duties are being performed. <p>Clause 2.1.1 – Updated to reflect:</p> <ol style="list-style-type: none"> a) other reasonable expenses and incidentals can be claimed by reimbursement when attending Shire convened or supported external meetings, approved professional development, or presentations, functions, events or ceremonies where the Shire is being represented and formal duties are being performed. b) simplified the content regarding ineligible expense claims. c) claims for eligible travel or meals reimbursement must be submitted in writing with all necessary supporting evidence, not more than 1 month after attending Shire convened or supported external meetings, approved professional development, presentations, functions, events or ceremonies. <p>Reimbursement claims submitted late will be determined by Council.</p> <p>Timely reimbursement requests support good financial management.</p> <p>Clause 2.3.2 amended to remove the provision of two tie pins with Shire crest.</p> <p>New clause 3 added to clarify the framework for travel, accommodation and ancillary entitlements payable to the independent presiding member of the Audit Risk and Improvement Committee.</p> <p>Original clause 3 “Dispute Resolution” renumbered to clause 4.</p> <p>Links to relevant policies/documents corrected and updated to improve accessibility.</p>

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Elected Member Recordkeeping (Attachment 6)	<ol style="list-style-type: none"> 1. Minor grammatical correction confirming that elected member records can be hand delivered at any Ordinary Council Meeting, 2. Links to relevant policies/documents updated to improve accessibility.
Elected Member Recognition of Service (Attachment 7)	No change proposed.
Legal Representation for Elected Members and Employees (Attachment 7)	No change proposed.

The Council Policy - Elected Member Briefing Forums is not presented as part of this review as a separate report on strategic briefings is being presented to Council to consider. If strategic briefings are supported, this existing Council policy will continue to apply and any necessary policy amendments will be presented to Council for consideration, at a later date.

The Council Policy - Council and Committee Meeting - Order of Business is also not presented as part of this review, given the pending introduction of statewide meeting procedures as part of ongoing local government reforms, which will likely define the order of business provisions at meetings.

Council is requested to support the reviews completed and the recommendations presented. Following adoption of the review outcome, the mentioned policies will be updated on the elected members teams' channel and the Shire's website.

Consultation

The policy review could not be workshopped at the briefing session on the November 2025 Ordinary Council Meeting Day, as time was not available. The policy review information was first circulated to elected members and the Executive Leadership Team by email on 14 November 2025, with reminders following. Feedback was requested by close of business on 28 November 2025. The Shire President provided feedback, which was taken into consideration during the review.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

- Strategic Objective 4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
- Strategic Outcome 4.6 Visionary community leadership with sound, diligent and accountable governance
- Strategy 3 Deliver best practice governance and risk management.

Council Policy

This report relates to the review of nine Council Policies, as presented.

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

Local Government Act 1995 (the Act)

In accordance with section 2.7 of the Act, Council is responsible for determining the local government’s policies.

Section 5.128(5)(a) of the Act requires Council to review its policy relating to elected member continuing professional development after each ordinary election. This policy may be reviewed at any other time. In either case, an absolute majority decision is required.

Section 5.98 of the Act provides for the reimbursement for expenses under a policy adopted pursuant to section 5.129. Section 5.129 of the Act provides that a policy may be prepared and adopted (by absolute majority) for:

- the payment of a fee to a council member, or for the reimbursement of an expense incurred by a council member participating in a course of training required under section 5.126.
- the payment of a fee to a council member, or for the reimbursement of an expense incurred by a council member participating in continuing professional development under section 5.128.

The current Local Government Chief Executive Officers and Elected Council Members Determination set the maximum fee payable to an independent committee member at \$450 per meeting attended. Council adopted this fee under section 5.100(2)(b) of the Act for an independent committee member attendance at the Shire’s Audit, Risk and Improvement Committee, as a presiding or deputy presiding member. Travel and associated costs are also reimbursable.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Policy positions not being statutorily or operationally functional or compliant.	Possible (3)	Minor (2)	Moderate (5-9)	Review policies periodically or in line with statutory obligations.
Reputation (social/community)	Policy positions not being acceptable to the community.	Possible (3)	Minor (2)	Moderate (5-9)	Ensure policies support broad community expectations by ensuring equitability and transparency.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Absolute Majority

Officer Recommendation

That Council:

1. Endorses the amendments to the following Council Policies, as presented:
 - (a) Elected Member Continuing Professional Development (Attachment 1);
 - (b) Elected Member and Chief Executive Officer Attendance at Events (Attachment 2);
 - (c) Elected Member Photographs (Attachment 3);
 - (d) Elected Member Information Requests (Attachment 4);
 - (e) Elected Member Entitlements (Attachment 5); and
 - (f) Elected Member Recordkeeping (Attachment 6).
2. Endorses the review of following policies without change:
 - (a) Elected Member Recognition of Service; and
 - (b) Legal Representation for Elected Members and Employees, as provided and detailed in Attachment 7.

Council Decision **243/2025**

Moved **Cr K White**

Seconded **Cr R de Pledge**

That Council:

1. **Endorses the amendments to the following Council Policies, as presented:**
 - (a) Elected Member Continuing Professional Development (Attachment 1);**
 - (b) Elected Member and Chief Executive Officer Attendance at Events (Attachment 2);**
 - (c) Elected Member Photographs (Attachment 3);**
 - (d) Elected Member Information Requests (Attachment 4);**
 - (e) Elected Member Entitlements (Attachment 5); and**
 - (f) Elected Member Recordkeeping (Attachment 6).**
2. **Endorses the review of following policies without change:**
 - (a) Elected Member Recognition of Service; and**
 - (b) Legal Representation for Elected Members and Employees, as provided and detailed in Attachment 7.**

For: **A Smith, R de Pledge, K White, T Fox, L Rumble JP, K Day and C Rogers**

Against: **A Sullivan and B Healy**

Carried By Absolute Majority 7/2

Amendment

Moved Cr A Sullivan

Seconded Cr L Rumble JP

That Council:

1. Deletes proposed Clause 3.5 from the Council Policy – Elected Member Continuing Professional Development.
2. Deletes the following proposed paragraph in Clause 2.1.1 from the Council Policy – Elected Member Entitlements:

“Claims for eligible travel or meal reimbursements must be submitted in writing with all necessary supporting evidence, not more than one month after attending Shire convened or supported external meeting, approved professional development, presentations, functions, events or ceremonies. Reimbursement claims submitted late will be determined by Council.”

For: A Sullivan, T Fox and B Healy

Against: A Smith, R de Pledge, K White, L Rumble JP, K Day and C Rogers

Lost 3/6

Reason for change:

Clause 3.5 is unnecessarily punitive, may deter participation in professional development, and does not reasonably reflect the circumstances faced by elected members. The strict one-month deadline for submitting receipts in Clause 2.1.1 does not reasonably account for the practical realities of regional travel, workload, receipt delays, or competing commitments of elected members.

13.3 Biennial Review - Code of Conduct for Council Members, Committee Members and Candidates

File Reference	GV20
Applicant or Proponent(s)	Not Applicable
Author	R Marlborough, Senior Governance Officer
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Ordinary Council Meeting 20 April 2021 – Item 12.4 – 54/2021 Ordinary Council Meeting 12 December 2023 – Item 13.6 – 232/2023
Disclosure(s) of interest	Author – Nil Authorising Officer – Nil
Attachments	1. Code of Conduct for Council Members, Committee Members and Candidates - Review

Report Purpose

The purpose of this report is to present the reviewed Code of Conduct for Council Members, Committee Members and Candidates (Code) to Council for consideration.

Council is requested to endorse the review of the Code as provided and detailed at Attachment 1.

Background

In 2021 a legislative requirement to adopt a Code was introduced to provide a clear framework to guide behaviour and the working effectiveness of council members, committee members and candidates, and to apply a framework for managing 'Rules of Conduct' breaches.

Council first adopted this Code at the April 2021 Ordinary Council Meeting (Council Decision 54/202). The last review was presented to Council in December 2023 (Council Decision 232/2023) where a contemporary format was introduced based on the Shire's Corporate Style Guide to improve presentation and readability and a breach reporting form was incorporate to ensure statutory compliance.

Separate to this Code, an Employee Code of Conduct endorsed by the Chief Executive Officer is in effect to guide employee - behaviours, manage gifts, the disclosure of interests, and for the management and reporting of misconduct.

Comments

There is no formal statutory requirement to review the Code however, it is considered good governance and best practice to undertake periodic reviews to ensure broad awareness and compliance with any legislative changes, if required.

The Code as per the relevant legislation sets out the general principles to guide behaviour, requirements relating to behaviour, references the rules of conduct and how complaints can be made and dealt with.

The review undertaken did not identify a statutory need to amend the existing operational text of the Code.

However an introduction is proposed to be inserted to provide preamble on the statutory framework that applies, the Code’s broad intent and to clearly demonstrate that elected members and committee members should be committed to working together effectively, to support effective decision making in the best interests of the community.

Two minor subclause reference errors were found in clauses 10 and 12(7). The last paragraph in clause 10 has been updated to subclause (f) and the last paragraph in clause 12(7) has been updated to (b).

The adoption references in the breach complaint reporting form are proposed to be removed as these references are not necessary.

The reviewed Code for Council’s consideration is provided at Attachment 1.

Consultation

The reviewed Code was circulated to elected members and the Executive Leadership Team for consideration on 18 November 2025. Feedback was requested by 28 November 2025, with reminders following. The Shire President provided feedback, which was taken into consideration during the review.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	1 Regulate and provide support to ensure Councillors and Shire officers deliver integrity and transparency in their behaviour, decision-making, and in compliance with codes of conduct.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

Local Government Act 1995 (the Act)

Section 5.103 – (Model code of conduct for council members, committee members and candidates)

This section of the Act deals with the content of the Regulations for the model code of conduct for council members, committee members and candidates.

Section 5.104 (Adoption of model code of conduct)

Deals with the adoption of a Code, by absolute majority and the publication of the adopted Code on the Shire’s website by the Chief Executive Officer.

Local Government (Model Code of Conduct) Regulations 2021

Regulation 11(2)(a) prescribes that the local government must approve the form for a person to make a complaint for an alleged breach of the Code.

Schedule 1 prescribes the specific statutory content of the Code.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	The Code not being statutorily compliant, fit for purposes or effective.	Unlikely (2)	Moderate (3)	Low (1-4)	Periodic reviews ensure statutory compliance, improve organisational awareness and that guiding documents are fit for purpose and effective.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Absolute Majority

Officer Recommendation

That Council accepts the review of the Code of Conduct for Council Members, Committee Members and Candidates and endorses the amendments as detailed in Attachment 1.

Council Decision **244/2025**

Moved **Cr L Rumble JP**

Seconded **Cr C Rogers**

That Council accepts the review of the Code of Conduct for Council Members, Committee Members and Candidates and endorses the amendments as detailed in Attachment 1.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried By Absolute Majority 9/0

Cr A Sullivan disclosed a direct financial interest in Item 13.4 (detailed in Item 5.2).

At 1:54pm, Cr A Sullivan left the meeting.

13.4 Elected Members Professional Development - Training Request - Cr A Sullivan

File Reference	GV42
Applicant or Proponent(s)	Not Applicable
Author	J Bray, Manager Governance
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

The purpose of this report is to present a professional development (training) request from Cr Sullivan who is seeking to participate in the Australian Institute of Company Directors (AICD) Company Directors Course, by the in-person training method.

Council is requested to consider this professional development request and determine a position.

Background

In November 2025, the Shire received a written request from Cr Sullivan seeking Council’s support to undertake further professional development training in accordance with Council Policy – Elected Member Continuing Professional Development (the Policy).

The Policy references relevant training, registered training organisations, the training approval process through the Chief Executive Officer, limitations, registration and travel, and the allocated annual training budget of \$5,000 per elected member.

Comments

Cr Sullivan seeks to enrol in the Australian Institute of Company Directors (AICD), Company Directors Course, with the preferred training method being by the in-person interactive facilitated option. The units covered by this course are:

- Governance and the Practice of Directorship;
- The Legal Environment;
- Financial Literacy and Performance;
- Achieving Board Effectiveness; and
- Risk and Strategy.

The non-member cost of this training by the in-person interactive facilitated method is \$13,100. The training cost for a AICD member is \$9,700. AICD membership is valued at \$970 per person. Membership is person specific and only for a term of 12 months.

Other training methods and options are available. However, Cr Sullivan's preference is for the in-person interactive training method, in one training block (over 5 full days). Training dates are available throughout the year on a regular basis.

In addition to enrolment costs, further cost would be payable for flights, accommodation, meals, travel to and from the training venue and the airport. These additional costs are estimated to be \$4,130.

The most advantageous and cost-effective option, should Council support the training requested, would be to approve a 12-month AICD membership for Cr Sullivan, for the amount of \$970. Being a member would reduce the course enrolment cost and realise a saving of \$2,340. The total cost to Council for the training requested would be \$14,800 inclusive of all travel and related expenses.

Notwithstanding the cost implications, the training requested supports a commitment to good governance and effective decision making and aligns with the Shire's strategic focus on leadership, development and capacity building to ensure effective outcomes for the community.

Whilst this training request exceeds the \$5,000 Council Training and Development annual allocation per elected member as detailed in Council Policy - Elected Member Continuing Professional Development, funds are available in the 2025/2026 Annual Budget.

Consultation

Chief Executive Officer
Governance

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.1 Coordinated delivery of organisational leadership and performance excellence for the benefit of the community
Strategy	3 Provide professional leadership and advice to assist Council.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Elected Member Continuing Professional Development supports ongoing training and development for elected members. The policy specifies relevant training, registered training organisations, training approval process, limitations, registration and travel, and allocated training budget.

Council Policy – Elected Member Entitlements outlines the entitlements that will be provided and expenses the Shire of Ashburton will reimburse to elected members. In accordance with the policy, elected members are entitled to receive reimbursements for meals and incidentals when travelling for and attending professional development.

Financial Implications

Current Financial Year

Elected members are allocated \$5,000 each financial year in General Ledger (GL) account EM24036 Council Training and Development for continuing professional development.

The total cost of the AICD Company Directors Course, as requested is \$14,800 inclusive of enrolment, a one off AICD 12-month membership for Cr Sullivan, and costs related to travel, accommodation, transport and meals.

There are sufficient funds available in GL EM24036 Council Training and Development, to cover participation in the proposed professional development training requested.

Future Financial Year(s)

Nil

Legislative Implications

Local Government Act 1995, section 2.10, the role of councillors is to represent the interests of electors, ratepayers and residents of the district and participate in local government’s decision-making processes at council and committee meetings. Professional development through registered training organisation assists elected members to fulfil their role.

Under the *Local Government Act 1995* and the *Local Government (Administration) Regulations 1996*, elected members are required to undertake specified compulsory training. The proposed professional development requested exceeds the minimum requirements.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Supporting elected member training mitigates governance risks and enhances Council’s decision-making capacity.	Unlikely (2)	Minor (2)	Low (1-4)	Failure to invest in training may result in reduced effectiveness and reputational risk.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That Council:

1. Approves Councillor Sullivan’s enrolment in the Australian Industry Company Directors Company Directors Course, inclusive of a specific one-off 12-month membership for the amount of \$10,670.
2. Notes that there are sufficient funds to cover the costs associated with enrolment and other directly related cost in the existing professional development training allocation for elected members.

Council Decision 245/2025

Moved Cr L Rumble JP

Seconded Cr C Rogers

That Council:

1. **Approves Councillor Sullivan’s enrolment in the Australian Industry Company Directors Company Directors Course, inclusive of a specific one-off 12-month membership for the amount of \$10,670.**
2. **Notes that there are sufficient funds to cover the costs associated with enrolment and other directly related cost in the existing professional development training allocation for elected members.**

For: A Smith, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers

Against: Nil

Carried 8/0

At 1:55 pm, Cr A Sullivan returned to the meeting.

13.5 Monthly Schedule of Accounts Paid - November 2025

File Reference	FM03
Applicant or Proponent(s)	Not Applicable
Author	T Dayman, Manager Finance
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Schedule of Accounts Paid - November 2025

Report Purpose

Shire officers are required to prepare a Schedule of Accounts Paid each month containing relevant information, as legislated.

The purpose of this report is to present the:

- Schedule of Creditor Accounts Paid for November 2025;
- Trust Fund Payments for November 2025; and
- Corporate Credit Card and Payment Card Reconciliations for November 2025.

Council is requested to confirm the Monthly Schedule of Accounts Paid, as presented in Attachment 1.

Background

The *Local Government (Financial Management) Regulations 1996* require Shire officers, monthly and within a prescribed timeframe, to prepare a schedule of payments made from the Municipal Fund and the Trust Fund and present this to Council for confirmation.

A new regulation has been added to the *Local Government (Financial Management) Regulations 1996* to increase transparency and accountability in local government, through greater oversight of incidental spending. From 1 September 2023, local governments are required to disclose information about each transaction made on a credit cards, debit cards or other purchasing cards.

Comments

Shire officers have prepared the Monthly Schedule of Accounts Paid, in accordance with legislative requirements, and this is attached.

For the month under review the following summarised details are presented:

Description	Amount \$
Municipal Fund	
Electronic Funds Transfers	13,085,271.03
BPay/Credit Cards	387,119.32
Cheques	0
Payroll	1,202,170.96
Bank Fees and Charges	3,001.62
Municipal Fund Total	14,677,562.93
Trust Fund	
Electronic Funds Transfers	0.00
Trust Fund Total	0.00

Payment Cards

Credit Cards	67,782.69
Fuel Cards – Ampol	1,017.29
Fuel Cards – Viva / Shell	9,237.70
Fuel Cards – Wex Motorpass	0
Taxi Cards – Cabcharge	1,260.25
Payment Cards Total	79,297.93

The below table provides a summary of payment totals during 2025-2026.

Month	EFT	Direct	Credit	Payroll	Bank	Total
July 25	11,877,167	464,990	84,140	1,609,770	2,351	14,039,011
August 25	13,059,809	153,819	84,816	1,059,073	2,337	14,359,856
September 25	12,329,479	4,714	62,308	1,1125,90	2,709	13,524,800
October 25	20,344,341	749,066	79,176	1,143,187	2,540	22,318,311
November 25	13,085,271	387,119	67,783	1,202,171	3,002	14,745,346
Total YTD	70,696,662	1,759,709	378,223	6,139,791	12,939	78,987,324
Total 24/25	83,319,933	3,931,059	579,458	13,971,918	30,854	101,833,224

Consultation

Executive Leadership Team
Finance Team

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.2 Appropriate, sustainable, and transparent management of community funds
Strategy	4 Ensure financial transactions are accurate and timely.

Council Policy

Nil

Financial Implications

Current Financial Year

Payments included on the Schedule of Accounts Paid have been undertaken in accordance with appropriate processes and the Annual Budget.

Future Financial Year(s)

Nil

Legislative Implications

Local Government (Financial Management) Regulations 1996

Regulation 13 (Payments from municipal fund or trust fund by Chief Executive Officer, Chief Executive Officer's duties as to etc.)

Where the Chief Executive Officer has been delegated the exercise of power to make payments from the Municipal Fund or the Trust Fund, a list of accounts authorised for payment by the Chief Executive Officer is to be presented each month to Council.

Regulation 13A Payments by employees via purchasing cards

If a local government has authorised an employee to use a credit, debtor or other purchasing card, a list of payments made using the card must be prepared each month is to be presented to Council.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Council does not accept the officer recommendation.	Unlikely (2)	Minor (2)	Low (1-4)	Provide Council with adequate information to make an informed decision.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Ordinary Council Meeting Minutes

9 December 2025

Officer Recommendation

That Council, in accordance with regulation 13 and 13A of the *Local Government (Financial Management) Regulations 1996*, confirms the Monthly Schedule of Accounts Paid for November 2025, inclusive of purchasing cards payments for November 2025, as included at Attachment 1.

Council Decision **246/2025****Moved** **Cr K White****Seconded** **Cr T Fox**

That Council, in accordance with regulation 13 and 13A of the *Local Government (Financial Management) Regulations 1996*, confirms the Monthly Schedule of Accounts Paid for November 2025, inclusive of purchasing cards payments for November 2025, as included at Attachment 1.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

13.6 Monthly Financial Statements - November 2025

File Reference	FM03
Applicant or Proponent(s)	Not Applicable
Author	T Dayman, Manager Finance
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Monthly Financial Report - November 2025

Report Purpose

Shire officers are required to prepare a Statement of Financial Activity each month containing relevant information, as legislated.

The purpose of this report is to present the Statement of Financial Activity for the month ended 30 November 2025.

Council is requested to accept the Statement of Financial Activity, as provided at Attachment 1.

Background

The *Local Government (Financial Management) Regulations 1996* require Shire officers, monthly and within a prescribed timeframe, to prepare financial reports covering prescribed information and present these to Council.

Comments

Shire officers have prepared the Statement of Financial Activity, and supporting documentation, in accordance with legislative requirements (as attached).

Consultation

Executive Leadership Team
 Middle Management Group
 Finance Team

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

- Strategic Objective 4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
- Strategic Outcome 4.2 Appropriate, sustainable, and transparent management of community funds
- Strategy 4 Ensure financial transactions are accurate and timely.

Council Policy

Nil

Financial Implications

Current Financial Year

Commentary on the current financial position is outlined within the body of the attached reports.

Future Financial Year(s)

Nil

Legislative Implications

Local Government Act 1995

Section 6.4 (Financial report)

Local governments are required to prepare and present financial reports, on an annual basis and at any other time, and in any other format, as prescribed.

Regulation 34 (Financial activity statement required each month (Act s.6.4))

Shire officers are to prepare each month a statement of financial activity reporting on the revenue and expenditure as set out in the annual budget. Each statement of financial activity is to be accompanied by information explaining the composition of net assets less committed and restricted assets, any material variances and any other supporting information considered relevant.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Material misstatement or significant error in the financial statements.	Unlikely (2)	Moderate (3)	Moderate (5-9)	Review of financial position information to be undertaken regularly and by multiple Shire officers.
Compliance	Council does not accept the officer recommendation.	Unlikely (2)	Minor (2)	Low (1-4)	Provide Council with sufficient information for decision making.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Ordinary Council Meeting Minutes

9 December 2025

Officer Recommendation

That Council, in accordance with regulation 34 of the *Local Government (Financial Management) Regulations 1996*, accepts the Statement of Financial Activity, and associated documentation for November 2025, as included at Attachment 1.

Council Decision **247/2025****Moved** **Cr L Rumble JP****Seconded** **Cr T Fox**

That Council, in accordance with regulation 34 of the *Local Government (Financial Management) Regulations 1996*, accepts the Statement of Financial Activity, and associated documentation for November 2025, as included at Attachment 1.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

13.7 December Finance Review - Budget Amendments

File Reference	FM03
Applicant or Proponent(s)	Not Applicable
Author	R McDermott, Chief Financial Officer
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Ordinary Council Meeting 19 August 2025 - Item 13.8 – 156/2025
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. December Finance Review - Budget Amendments

Report Purpose

Council and the Chief Executive Officer are required to put in place measures to oversee the sound financial management of the Shire of Ashburton (Shire).

The purpose of this report is to present to Council a number of budget amendments following a review of the year-to-date budget position at the end of October 2025.

Council is requested to approve the recommended budget amendments as detailed.

Background

Budget responsible officers and the Chief Financial Officer met during November 2025 to consider significant changes in forecast project delivery, additional projects requiring budget consideration and any omissions from the budget for 2025/26.

The review, although not a statutory obligation, is considered best practice towards achieving sound oversight of Council’s financial position and has a strong management accounting focus.

The major adjustment/s to the 2025/26 Annual Budget centre on:

- Onslow Airport – Onslow Airport Runway pavement strengthening project initiation \$2.33m to be funded from Onslow Aerodrome Reserve (30/6 balance \$12.39m)
- Pilbara Regional Waste Management Facility (PRWMF) – Bomag Waste Compactor \$1.5m to be funded from the PRWMF Reserve (30/6 balance \$7.87m)
- Onslow Streetscape Stage 2 commencement \$3m to be funded from Municipal funds facilitated by a corresponding reduction in the transfer to the Housing Reserve
- Opening position adjustment – increased surplus (\$2.41m)
- Transfer of surplus funds to Future Project Reserve \$770k

At this early stage of the budget year, budget amendments have been kept to a minimum.

In accordance with legislative requirements, a further detailed budget review will be presented to Council at the March 2026 Ordinary Meeting of Council.

Comments

A list of proposed budget amendments and reasons for the amendment is shown at Attachment 1. The main amendments can be summarised as follows:

Rates: (-\$208k)

The provision of hardship consideration to pastoralists and partial write offs for Unimproved Value (UV) freehold land rating.

Onslow Airport: (Nil)

To fund preliminary works and detailed design for the Onslow Airport runway pavement strengthening project (reserve funded).

Onslow Streetscape Project Stage 2: (Nil)

In Council Decision 219/2025, at the November 2025 Ordinary Meeting of Council, part 1, Council resolved to allocate \$3m in the December Budget Review associated with the Stage 2 Onslow Streetscape Project. The commencement of Stage 2 will be funded via Municipal funds facilitated by a reduction to the budgeted transfer to the Housing Reserve.

Facilities Maintenance/Renewal/New: (net - \$524k)

- Sun Chalets: Implement program of works for maintenance of chalets \$200k.
- New Water Fountains & Seating - Paraburdoo: various locations \$80k
- Christmas decoration installation – contract works
- Aquatic Facility – Tom Price – pool blankets, rollers and winch \$67k
- Aquatic Facility – Onslow – pool blankets, bench with rollers and winch \$74k

Property Adjustments: (net -\$341k)

- Remove and replace flooring - 14B Payne Way, Onslow: \$150k transfer of funds from \$2m Housing Capital Renewal allocation
- Demolition – 516 Lockyer Avenue, Paraburdoo: \$300k transfer of funds from \$2m Housing Renewal allocation
- Refurbishment – 397 Acalypha Street, Tom Price: \$200k transfer of funds from \$2m Housing Renewal allocation
- Fencing repairs – various properties: \$100k transfer of funds from \$2m Housing Renewal allocation
- Rental Properties – funding requirements for existing residential property leases \$341k

Plant Replacement Program: (Nil)

Bomag waste compactor \$1.5m reserve funded. As an interim measure a second-hand compactor is being assessed as a temporary measure pending the lead time for supply of the new compactor.

Summary

The net result of the proposed budget amendments is that the budget remains balanced with \$770K transferred to the Future Project Reserve to ensure sufficient funds are available to fund the redevelopment of the Tjiluna Oval Softball Clubhouse, which is the subject of a separate agenda item at this meeting.

Consultation

Executive Leadership Team
 Budget Responsible Officers
 Finance Team

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.2 Appropriate, sustainable, and transparent management of community funds
Strategy	3 Plan effectively for financial sustainability.

Council Policy

Nil

Financial Implications

Current Financial Year

The net result of all the proposed amendments to the Annual Budget is that a balanced budget position for 2025/26 is retained.

Future Financial Year(s)

Additional funding or reprioritisation of projects will need to be identified to fund the full estimated expenditure for the Tom Price Administration Building and Onslow Streetscape Stage 2 projects. Alternatively, Council has the option of short-term borrowings.

Legislative Implications

Local Government Act 1995

Section 6.8 – Expenditure from municipal fund not included in the annual budget

A local government is not to incur expenditure from its municipal fund for an additional purpose except where the expense is already included in the Annual Budget, is authorised in advance by Council resolution or authorised in advance by the Shire President in an emergency.

Local Government (Financial Management) Regulations 1996

Regulation 33A – Review of budget

A local government is to review the Annual Budget at least once every financial year. A review, as legislated, is to occur within a specified timeframe, and incorporate several considerations to ascertain the performance of the local government operations against the adopted and/or amended budget.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Interruption to service	Potential delay in project delivery, reduction in the quality of assets provided and services delivered if the budget amendments are not adopted.	Possible (3)	Major (4)	High (10-16)	Provide Council with sufficient information for informed decision making.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

Voting Requirements

Absolute Majority

Officer Recommendation

That Council, with respect to the December Finance Review and in accordance with section 6.8 of the *Local Government Act 1995*, approves the budget amendments contained within Attachment 1 for inclusion in the 2025/26 Annual Budget.

Council Decision **248/2025**

Moved **Cr R de Pledge**

Seconded **Cr T Fox**

That Council, with respect to the December Finance Review and in accordance with section 6.8 of the *Local Government Act 1995*, approves the budget amendments contained within Attachment 1 for inclusion in the 2025/26 Annual Budget.

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried By Absolute Majority 9/0

14 Infrastructure Services Reports

Nil

15 Community Development Reports

Suspension of Standing Orders

Moved Cr K White

Seconded Cr L Rumble JP

A motion was moved that Council suspend standing orders at 2:01 pm.

Carried 9/0

15.1 Request to the Minister for Planning and Lands - Change the Purpose of Reserve 40798

File Reference	R40798
Applicant or Proponent(s)	Not Applicable
Author	L Advisory, LK Advisory Pty Ltd
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

The purpose of this report is to consider making a request to the Minister for Planning and Lands to change the purpose and management order relating to Reserve No. 40798 (Lot 501 Canberra Drive, Tom Price) from "Club and Club Premises" to "Shire Workforce Accommodation", so that the site can be developed to provide temporary accommodation for Shire contractors and staff in future.

Background

Temporary worker accommodation is needed for Shire of Ashburton (Shire) staff and contractors in Tom Price, particularly to house the workforce needed to deliver key construction projects.

Shire staff have conducted a comprehensive review of land in Tom Price to identify sites that are suitable for accommodating a temporary workforce accommodation development.

This review identified the preferred site as Lot 501 Canberra Drive, Tom Price (Lot 501) (see **Figure 1** over page), which is a Crown Reserve (Reserve No. 40798) vested in the Shire of Ashburton under a Management Order for the purpose of "Club and Club Premises". The Shire's Management Order was registered on 14 October 2015 and allows the Reserve to be used for its designated purpose with a power for the Shire to lease part or all of the Reserve for up to 21 years.

The current purpose of Reserve No. 40798 is a legacy of the previous use of the site by the "Crushers Sporting Club" (now Crushers Cricket Club) which relocated to Clem Thompson

Pavilion around 2016 when the previous dilapidated structures on Lot 501 were demolished following a Council resolution on 16 September 2015.

Since that time, Lot 501 has remained vacant and cleared, with only scattered vegetation.

Lot 501 is 4,341m² in size and is in the western portion of Tom Price's 'Area W' residential neighbourhood.

At this stage and subject to further approvals, the Shire is proposing to construct a 24-bed temporary accommodation facility on Lot 501, providing the reserve purpose and management are amended to facilitate the development. The facility could then be repurposed and/or removed from site in the next 5-10 years, depending on Council and community needs at the time.

Planning Framework

Local Planning Scheme No. 7 (LPS 7) and Local Planning Strategy (Strategy)

Lot 501 is currently reserved for 'Parks, Recreation, and Drainage' under the Shire's LPS 7 (see **Figure 1**).

A key action of the Shire's current Local Planning Strategy (Strategy) is to '*encourage workforce accommodation being located within Onslow, Tom Price and Paraburdoo wherever possible, to avoid workforce in camps that have limited access to services and are remote*'. This supports the requested change to the reserve purpose to facilitate workforce accommodation in Tom Price.



Figure 1: Extract of Local Planning Scheme No. 7 Map

Under LPS 7, Council has discretion to approve development on land reserved for 'Parks, Recreation and Drainage', if in Council's opinion the development is generally compatible with the purpose of the reserve. Residential development is not considered to fit the 'Parks, Recreation and Drainage' reserve.

Any development of Lot 501 for workforce accommodation would be subject of a separate decision-making process in future.

Draft Local Planning Scheme No. 8 (LPS 8)

Lot 501 is rezoned 'Urban Development' under the Shire's Draft LPS 8 (see **Figure 2**), which is now regarded as a "seriously entertained planning proposal" given that public advertising has concluded and Council is due to consider final adoption of the Scheme in November 2025. It is anticipated LPS 8 will come into effect in early 2026.

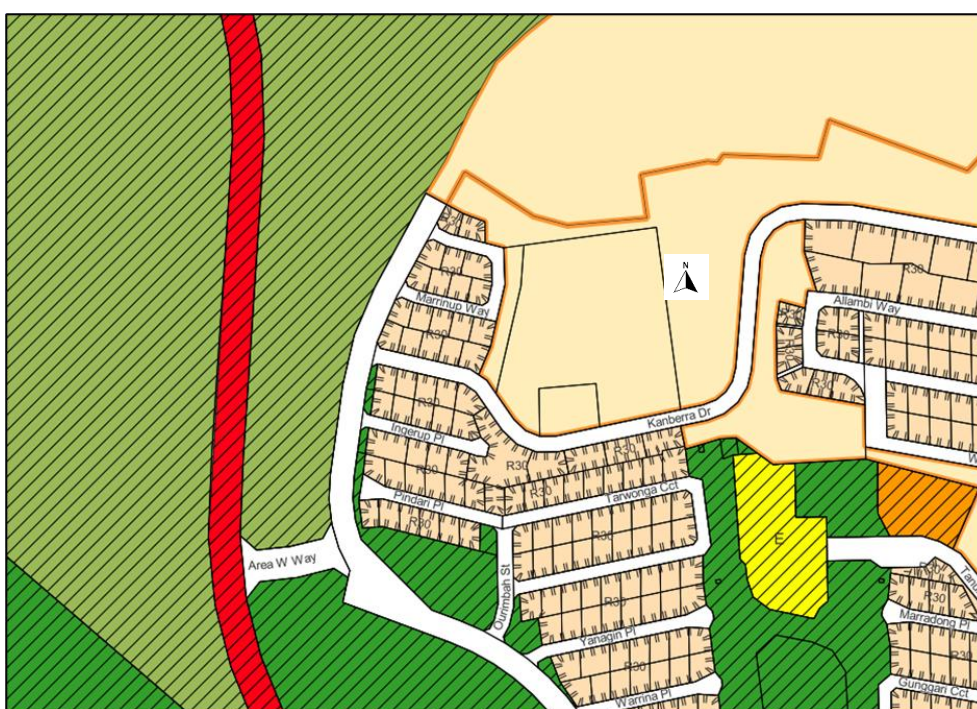


Figure 2: Extract of draft Local Planning Scheme No. 8 Map

Although LPS 8 will facilitate the required workforce accommodation development, the current reserve purpose and management order only allow the land to be used for the purpose of "Club and Club Premises".

Land Administration Act 1997

For the Shire to develop workforce accommodation on Lot 501 in future, the purpose of Reserve No. 40798 must be changed from "Club and Club Premises" to "Shire Workforce Accommodation" or similar.

Under Section 51 of the *Land Administration Act 1997* (LAA) the Minister for Planning and Lands may (among other things) cancel or change the purpose of a reserve.

Cancelling the reserve would result in the Management Order being revoked and Lot 501 becoming Unallocated Crown Land (UCL) which could then be leased to the Shire for any purpose.

However, changing the purpose of the reserve and the associated Management Order will allow the Shire to still use and develop Lot 501, without needing to enter into a lease on UCL from the State.

Several precedent examples exist, where the purpose of the reserve specifically facilitates the development of housing.

These include:

- 2 Watson Drive, Onslow (Reserve 42094) – Reserved for “Staff Housing”
- 48, 52, 54 Third Avenue, Onslow (Reserve 41970) – Reserved for “Staff Accommodation”
- 3 First Street, Onslow (Reserve 42626) – Reserved for “Staff Housing”
- 4A, 4 Hicks Street, Esperance (Reserve 26980) – Reserved for “Shire Workforce Accommodation”
- 301 Newman Drive, Newman (Reserve 48190) – Reserved for “Transient Workforce Accommodation”.

Comments

To provide optimal flexibility for the Shire’s future use of Lot 501, it is recommended the purpose of Reserve No. 40798 is changed from “Club and Club Premises” to “Shire Workforce Accommodation”, and the Management Order amended accordingly with a power for the Shire to lease the reserve for up to 21 years. This will provide the Shire with an entitlement to lease any accommodation unit(s) placed on the reserve for the purpose of workforce accommodation.

Consultation

Nil

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.
Strategic Outcome	2.6 Land use opportunities to benefit current and future communities
Strategy	2 Incorporate appropriate planning controls for land use planning and development.

Council Policy

[Council Policies » Shire of Ashburton](#)

If a development application is required for the Shire’s future use of Lot 501 - Local Planning Policy (LPP) 13 Transient Workforce Accommodation will apply.

Financial Implications

Current Financial Year

There are no financial implications associated with making a request to the Minister for Lands to change the purpose and Management Order for Reserve No. 40798.

Future Financial Year(s)

Nil

Legislative Implications

Land Administration Act 1997 – Sections 46 (relating to Management Orders) and 51 (relating to Reserves).

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	If the reserve purpose and management order are changed as recommended, then Lot 501 will only be useable for workforce accommodation.	Unlikely (2)	Insignificant (1)	Low (1-4)	Adopting the Officer recommendation.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That Council, in respect of Reserve No. 40798 Canberra Drive, Tom Price comprising the whole of Lot 501 on Deposited Plan 406730 (Certificate of Title Volume LR3165 Folio 771), requests the Minister for Planning and Lands to:

1. Pursuant to section 51 of the *Land Administration Act 1997* change the purpose of the Reserve from “Club and Club Premises” to “Shire Workforce Accommodation”; and
2. Pursuant to section 46 of the *Land Administration Act 1997* change the Reserves Management Order to the Shire of Ashburton (Document No. N148093 registered on 14 October 2015) to allow use of the reserve for the purpose of “Shire Workforce Accommodation” with a power to lease for up to 21 years.

Council Decision **249/2025**

Moved **Cr A Sullivan**

Seconded **Cr L Rumble JP**

That Council, in respect of Reserve No. 40798 Canberra Drive, Tom Price comprising the whole of Lot 501 on Deposited Plan 406730 (Certificate of Title Volume LR3165 Folio 771), requests the Minister for Planning and Lands to:

1. Pursuant to section 51 of the *Land Administration Act 1997* change the purpose of the Reserve from “Club and Club Premises” to “Shire Workforce Accommodation”; and
2. Pursuant to section 46 of the *Land Administration Act 1997* change the Reserves Management Order to the Shire of Ashburton (Document No. N148093 registered on 14 October 2015) to allow use of the reserve for the purpose of “Shire Workforce Accommodation” with a power to lease for up to 21 years.

For: **A Smith, A Sullivan, R de Pledge, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **K White**

Carried 8/1

Resumption of Standing Orders

Moved Cr A Sullivan

Seconded Cr L Rumble JP

A motion was moved that Council resume standing orders at 2:20 pm.

Carried 9/0

15.2 Request for Tender 18.25 Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment

File Reference	CM18.25
Applicant or Proponent(s)	Not Applicable
Author	C McGurk, Director Community Development
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Evaluation Report - Confidential

Report Purpose

The purpose of this report is to provide Council with the Tender Evaluation and Recommendation Report for Request for Tender (RFT) 18.25 – Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment, as detailed in Confidential Attachment 1.

Council is requested to award the project as detailed in RFT 18.25 Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment to Tenderer 1 based on the tender evaluation panel’s assessment of the tender submissions received.

Background

The Tjiluna Oval Softball Clubhouse sustained extensive damage rendering it unusable following a freak storm on 28 November 2024. Whilst insured for full replacement value of over \$2 million at the time, only \$385,367 was received for repairs. This was due to an engineering structural assessment determining that the 2008 refurbishment to the lean-to-canopy roof not being designed to withstand the worst-case wind loads as prescribed by the design standards at the time.

As a result, during 2025/26 budget deliberations Council endorsed a preliminary budget for the rebuild of \$2.4 million being the insurance settlement and a \$2m municipal contribution from the Future Project Reserve.

The Shire of Ashburton subsequently undertook a Request for Tender (RFT) pursuant to section.3.57 of the *Local Government Act 1995* inviting suitably registered, qualified and experienced contractors to submit bids for the scope of works contained in RFT 18.25 Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment, in accordance with the tender brief.

The redevelopment includes partial demolition, refurbishment and expansion of the existing facility with a new single-storey structure. The development will include new clubhouse facilities with a kitchen, bar and servery area, new storerooms public toilets and other associated works. External work involves a new water connection, diversion of existing underground services, new playground fencing and damaged turf replacement.

The Shire required a cost competitive tender submission on a Design & Construct (D&C) basis. Tenderers were to utilise the provided Reference Design Documentation to develop their tender offer whilst using their experience and expertise in providing the most cost competitive submission.

Tenderers were invited to submit pricing based on the reference drawings and documents attached to the RFT documentation to provide a compliant and operational outcome. Tenderers were to engage all necessary suitably qualified specialist consultants to produce a contract documentation pack, including but not limited to fully detailed working drawings, specification and schedules, for a pre-certified building permit application and construction purposes.

Tenderers were also to allow for provision of accurate as-constructed drawings and manuals on the completion of the works.

The successful Tenderer is to provide all necessary services, including design documents, materials, products, labour, plant and equipment, for its design, management, construction and completion of the whole of the work under the Contract in compliance with the Building Code of Australia (BCA) 2019 National Construction Code (NCC) Volume 1 Amendment 1, National Quality Framework and all relevant Australian Standards, Codes of Practice, Western Australia and Commonwealth legislation, statutes, ordinances, rules and regulations bearing on the provision of such services, and conduct of the work under the Contract.

A non-mandatory site inspection was held on Wednesday, 29 October 2025 at 10:00am to inspect the existing facilities located at Tjiluna Oval, Lot 293 Willow Road, Tom Price Western Australia.

Comments

The Shire of Ashburton released RFT 18.25 Design and Construction of Tjiluna Oval Softball Clubhouse Redevelopment via the Shire’s e-tendering portal known as Tenderlink on 18 October 2025 and closed on 18 November 2025 at 2:00pm WST. The Tender was also advertised via statewide public notice in The West Australian Newspaper from 20 October 2025.

The RFT advertisement specified the requirements of the Shire and invited suitably registered, qualified and experienced contractors to submit bids to enter a Contract for the works contained in RFT 18.25, as detailed in the tender brief.

The following qualitative criteria was approved for this tender, and this information was advertised as part of the overall process. Each approved criterion was given the following weightings.

Criteria	Weighting
Relevant Experience and Past Company Performance	20%
Key Personnel	15%
Resources/Plant/Equipment	10%
Methodology/Program/Quality & WHS Systems/ Risk Management	5%

The tender price was given the following weighting

Criteria	Weighting
Price	50%

Each member of the tender evaluation panel individually assessed each tender submission received against the qualitative criteria approved for this project. Each criterion was given a rating scale of 0-10, with zero being the lowest and 10 being the highest.

An independent probity auditor was also involved throughout the tender assessment and evaluation process.

The evaluation panel recommendation report, inclusive of the overall evaluation scores, rankings and the evaluation panel’s recommendation regarding the preferred tenderer, is included as Confidential Attachment 1.

The preferred tenderer was assessed as providing the most advantageous offer and best value for money to undertake the project works contained in RFT 18.25.

The offer submitted is for a lump sum price and includes all preliminaries, materials, labour and deliverables. The lump sum price is subject to satisfactory contract negotiations and any resultant amendments. Given the comprehensive nature of the tender response provided by the preferred tenderer, these negotiations are not expected to create any issues.

Consultation

Procurement Department
 Tender Assessment Panel
 Independent Probity Auditor
 Director Community Development
 Director Infrastructure Services
 Director Corporate Services

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.
Strategic Outcome	2.7 Quality, well-maintained, and purposeful community facilities
Strategy	1 Provide high-standard sport and recreation facilities across the Shire.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Purchasing and Procurement
 Council Policy – Asset Management
 Council Policy – Risk Management

Financial Implications

Current Financial Year

Current allocation for the project is \$2,400,000.00 (inc. of insurance settlement).

Tenderer 1, and the only submission received as detailed in Confidential Attachment 1, submitted a complaint submission with a total contract price of \$3,990,074.91, excluding GST. \$1,590,074.91 over the budget allocation.

The lump sum price includes all preliminaries, materials, labour, delivery and deliverables.

The project budget allocation requires an additional amount of \$1,800,000 to provide a 5% contingency of \$200,000 and a total budget of \$1,800,000. The additional funds are primarily because of the proactive extension to the facility following extensive user group consultation during the concept design phase.

This is recommended to be funded as follows:

Source	Amount
Future Project Reserve	\$2,400,000
Reallocation of Staff Housing budgeted reserve transfer	\$1,800,000
Total	\$4,200,000

Note: The 2025/2026 Annual Budget contained an allocation of \$5 million in total to the Staff Housing Reserve in accordance with Councils strategic priority. It is proposed that budget savings identified during the mid-year budget review and any year end municipal budget surplus funds will be first applied to reinstating this reserve transfer amount to the Staff Housing Reserve, before considering discretionary reserve transfers.

Future Financial Year(s)

The project is expected to commence in March 2026 with practical completion in October 2026. This will result in a portion of the project being a carryover project at the commencement of the 2026/2027 financial year.

Operating and renewal costs will be accommodated within the operational budget and renewal costs included in the Buildings asset management plan.

Legislative Implications

Local Government Act 1995

Section 1.8 – Statewide public notice

Section 3.57 – Tenders for providing goods or services.

Local Government (Functions and General) Regulations 1996

Regulation 11 – When tenders must be publicly invited.

Regulation 18 – Rejecting and accepting tenders.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile.	Possible (3)	Moderate (3)	Moderate (5-9)	Adopt officer's recommendation.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

Voting Requirements

Absolute Majority

Officer Recommendation

That Council:

1. Accepts the Evaluation Panel’s recommendation, as provided in Confidential Attachment 1, and approves the award of a contract to Tenderer 1 for the tendered works under Request for Tender 18.25 – Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment for the total contract price of \$3,990,074.91 (excluding GST) and inclusive of all preliminaries, materials, labour, delivery and deliverables;
2. Approves a budget amendment as per the following table:

Description	General Ledger/Account	Current Budget	Budget Amendment	Proposed Budget
Tjiluna Oval Softball Clubhouse Redevelopment	New Job	0	\$4,200,000	\$4,200,000
Future Reserve Transfer In	RF431100	(\$14,205,206)	(\$16,205,206)	(\$2,400,000)
Housing Reserve Transfer	RF53011	\$2,135,097	\$335,097	(\$1,800,000)
			NET	Nil

3. Authorises the Chief Executive Officer to negotiate and enter a formal contract with Tenderer 1 for the tendered works under Request for Tender 18.25 – Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment.

Council Decision **250/2025**

Moved **Cr K Day**

Seconded **Cr T Fox**

That Council:

1. **Accepts the Evaluation Panel’s recommendation, as provided in Confidential Attachment 1, and approves the award of a contract to Tenderer 1 for the tendered works under Request for Tender 18.25 – Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment for the total contract price of \$3,990,074.91 (excluding GST) and inclusive of all preliminaries, materials, labour, delivery and deliverables;**

2. **Approves a budget amendment as per the following table:**

Description	General Ledger/Account	Current Budget	Budget Amendment	Proposed Budget
Tjiluna Oval Softball Clubhouse Redevelopment	New Job	0	\$4,200,000	\$4,200,000
Future Reserve Transfer In	RF431100	(\$14,205,206)	(\$16,205,206)	(\$2,400,000)
Housing Reserve Transfer	RF53011	\$2,135,097	\$335,097	(\$1,800,000)
			NET	Nil

3. **Authorises the Chief Executive Officer to negotiate and enter a formal contract with Tenderer 1 for the tendered works under Request for Tender 18.25 – Design and Construct Tjiluna Oval Softball Clubhouse Redevelopment.**

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried By Absolute Majority 9/0

16 Councillor Agenda Items / Notices of Motion

Nil

17 New Business Of An Urgent Nature Introduced By Council Decision**Council Decision** 251/2025**Moved** Cr R de Pledge**Seconded** Cr K White

That Council, at 2:26pm, pursuant to Clause 5.4 of the *Shire of Ashburton Standing Orders Local Law 2012*, introduced the following items as new business of an urgent nature,

L.1 Request for Quotation 16.25 - Ashburton Downs - Meekatharra Road**L.2 Request for Quotation 17.25 Roebourne - Wittenoorn Road****L.3 Request for Quotation 18.25 - Towera & Towera Lyndon Road****For:** A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**Against:** Nil**Carried 9/0**

L.1 Request for Quotation 16.25 - Ashburton Downs - Meekatharra Road

File Reference	CMQ16.25
Applicant or Proponent(s)	Not Applicable
Author	A Chihava, Project Manager
Authorising Officer	G Harris, Director Infrastructure Services
Previous Meeting Reference	Ordinary Council Meeting 19 August 2025 - Item 14.1 – 158/2025
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Evaluation Report - Confidential

Report Purpose

The purpose of this report is to provide council with the Evaluation and Recommendation Report for Request for Quotation (RFQ) 16.25 – Ashburton Downs - Meekatharra Road as detailed in the Confidential Attachment 1.

Council is requested to award the project as detailed in RFQ 16.25 to Contractor 1 based on the evaluation panel’s assessment of the submissions received.

Background

This project is part of the annual Road Maintenance Program. Funds for this project have been provided for in the 2025/2026 Annual Budget (refer to Financial Implications section of this report, as below).

The Shire of Ashburton (Shire) sought to engage a suitably qualified and experienced road construction contractor from the Panel of Prequalified Suppliers (RFT 11.25) to undertake unsealed road maintenance and upgrade works on Ashburton Downs Road, and Ashburton Downs Meekatharra Road.

A project scoping document was prepared for the works following a detailed site inspection. The works as described in RFQ 16.25 are based on that document.

In summary, the scope of works involves the following:

- Heavy maintenance grade along the full length of Ashburton Downs Road, and Ashburton Downs - Meekatharra Road
- Resheeting of 20km of Ashburton Downs - Meekatharra Road

The reforming and resheeting works on Ashburton Downs Meekatharra Road are envisioned to be carried and completed within one year commencing on 9 March 2026 and completed by 30 September 2026.

Heavy Maintenance Grading

Work areas as follows (approx. 124km total):

- Ashburton Downs Road SLK 0 – 56 (full length)
- Ashburton Downs - Meekatharra Road SLK 0 – 39, SLK 59 – 88

Reforming and Resheeting Works

Work area as follows (approx. 20km total):

- Ashburton Downs - Meekatharra Road SLK 39 - 59

Comments

The Shire released RFQ 16.25, via the Shire’s VendorPanel portal on Wednesday 12 November 2025 and closed on Tuesday 2 December 2025 at 12.00pm. The Tender Exempt RFQ was sent to four construction contractors from the Panel of Prequalified Supplier – Road Construction and Civil Works (RFT 11.25), however the Shire received only three submissions from the panel contractors as one contractor declined to submit responses.

The following qualitative criteria was approved for this RFQ, and this information was advertised as part of the overall process. Each approved criterion was given the following weightings.

Criteria	Weighting
Timeframe	35%
Methodology	40%

The tender price was given the following weighting

Criteria	Weighting
Fees & Charges	25%

Each member of the tender evaluation panel individually assessed each tender submission received against the qualitative criteria approved for this project. Each criterion was given a rating scale of 0-10, with zero being the lowest and 10 being the highest.

The evaluation panel recommendation report, inclusive of the overall evaluation scores, rankings and the evaluation panel’s recommendation regarding the preferred contractor, is included as Confidential Attachment 1.

The preferred contractor was assessed as providing the most advantageous offer and best value for money to undertake the project works contained in RFQ 16.25.

The offer submitted is for a lump sum price and includes all preliminaries, materials, labour and deliverables. The lump sum price is subject to satisfactory contract negotiations and any resultant amendments. Given the comprehensive nature of the RFQ response provided by the preferred tenderer, these negotiations are not expected to create any issues.

Consultation

Procurement Department
 Submission Assessment Panel
 Director Infrastructure Services
 Director Corporate Services

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.
Strategic Outcome	2.8 Safe and interconnected transport networks for the community
Strategy	1 Improve road safety and connectivity to provide a safe and efficient road network.

Council Policy

[Council Policies » Shire of Ashburton](#)

- Council Policy – Purchasing and Procurement
- Council Policy – Asset Management
- Council Policy – Risk Management

Financial Implications

Current Financial Year

Funds are available from the following accounts:

- X3821 – Ashburton Downs Meekatharra Road - Resheet, budget allocation of \$450,000.00
- X3822 – Ashburton Downs Meekatharra Road – Resheet, budget allocation of \$3,355,000.00

Therefore, total current allocation for the project is \$3,805,000.00 (as per budget 2025/2026 allocation).

Contractor 1, as detailed in Confidential Attachment 1, submitted a complaint submission with a total contract price of \$4,249,660.00 excluding GST. \$444,660.00 over the budget allocation.

The lump sum price includes all preliminaries, materials, labour, delivery and deliverables.

The recommendation, therefore, is to supplement the funds by utilising the Regional Road Maintenance Budget - RC26002 to cover for the heavy maintenance works on Ashburton Downs Road, which will approximately cost \$450,000.00 including the preliminary costs.

Funding Summary:

Source	Amount
X3821 – Ashburton Downs Meekatharra Road	\$450,000.00
X3822 – Ashburton Downs Meekatharra Road	\$3,355,000.00
RC26002 – Regional Roads	\$450,000.00
Total	\$4,255,000.00

Future Financial Year(s)

The project is expected to commence in March 2026 with practical completion in September 2026. This will result in a portion of the project being a carryover project at the commencement of the 2026/2027 financial year.

Legislative Implications

Local Government Act 1995,

- Section 1.8 – Statewide public notice
- Section 3.57 – Tenders for providing goods or services

Local Government (Functions and General) Regulations 1996

- Regulation 24AB – Local Government may establish panels of pre-qualified suppliers
- Regulation 24 AJ – Contracts with pre-qualified suppliers

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Substantiated, localised impact in community trust or low media item.	Possible (3)	Minor (2)	Moderate (5-9)	Defined scope of works, appoint experienced contractor, and ensure on-site supervision and checking of works.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

Voting Requirements

Simple Majority

Officer Recommendation

That Council:

1. Accepts the evaluation panel’s recommendation, as provided in confidential attachment 1, and approves the award of a contract to Contractor 1 for the quoted works under Request for Quotation 16.25 – Ashburton Downs - Meekatharra Road for \$4,249,660.00 excluding GST.
2. Notes that \$450,000.00 for the Ashburton Downs – Heavy Maintenance grading will come from the existing Regional Roads Maintenance Budget - RC 26002.
3. Authorises the Chief Executive Officer to negotiate and enter a formal contract with Contractor 1 for the quoted works under Request for Quotation 16.25 – Ashburton Downs - Meekatharra Road.

Ordinary Council Meeting Minutes

9 December 2025

Council Decision **252/2025****Moved** **Cr K White****Seconded** **Cr C Rogers****That Council:**

1. **Accepts the evaluation panel's recommendation, as provided in confidential attachment 1, and approves the award of a contract to Contractor 1 for the quoted works under Request for Quotation 16.25 – Ashburton Downs - Meekatharra Road for \$4,249,660.00 excluding GST.**
2. **Notes that \$450,000.00 for the Ashburton Downs – Heavy Maintenance grading will come from the existing Regional Roads Maintenance Budget - RC 26002.**
3. **Authorises the Chief Executive Officer to negotiate and enter a formal contract with Contractor 1 for the quoted works under Request for Quotation 16.25 – Ashburton Downs - Meekatharra Road.**

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried 9/0

L.2 Request for Quotation 17.25 Roebourne - Wittenoorn Road

File Reference	CMQ 17.25
Applicant or Proponent(s)	Not Applicable
Author	A Chihava, Project Manager
Authorising Officer	G Harris, Director Infrastructure Services
Previous Meeting Reference	Ordinary Council Meeting 19 August 2025 - Item 14.1 – 158/2025
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Evaluation Report - Confidential

Report Purpose

The purpose of this report is to provide council with the Evaluation and Recommendation Report for Request for Quotation (RFQ) 17.25 – Roebourne - Wittenoorn Road as detailed in the Confidential Attachment 1.

Council is requested to award the project as detailed in RFQ 17.25 to Contractor 1 based on the evaluation panel’s assessment of the submissions received.

Background

This project is part of the annual Road Maintenance Program. Funds for this project have been provided for in the 2025/2026 Annual Budget (refer to Financial Implications section of this report, as below).

The Shire of Ashburton (Shire) sought to engage a suitably qualified and experienced road construction contractor from the Panel of Prequalified Suppliers – Road Construction and Civil Works (RFT 11.25) to undertake unsealed road maintenance and upgrade works on Roebourne - Wittenoorn Road.

A project scoping document was prepared for the works following a detailed site inspection. The works as described in RFQ 17.25 are based on that document.

In summary, the scope of works involves the following:

- Heavy maintenance grade along the full length of Roebourne - Wittenoorn Road, including the roads into the pastoral stations and Fortescue Crossing
- Resheeting of 20km of Roebourne - Wittenoorn Road

The reforming and resheeting works on Roebourne - Wittenoorn Road are envisioned to be carried and completed within one year commencing 9 March 2026 and completed by 30 September 2026.

Heavy Maintenance Grading

Work areas as follows:

- Roebourne - Wittenoorn Road (approx. 95 km total):
 - SLK 15.89 – 25.58, SLK 73.97 – 137.5, SLK 157.49 – 208.41
- Fortescue Crossing Road SLK 0 – 12.31
- Pastoral Station Access Roads (approx. 30 km total)

Reforming and Resheeting Works

Work area as follows (approx. 20km total):

- Roebourne - Wittenoom Road SLK 137.5 – 157.5

Comments

The Shire released RFQ 17.25, via the Shire’s Vendor Panel portal on Wednesday 12 November 2025 and closed on Tuesday 2 December 2025 at 12.00pm. The Tender Exempt RFQ was sent to four construction contractors from the Panel of Prequalified Suppliers – Road Construction and Civil Works (RFT 11.25), however the Shire received only three submissions from the panel contractors as one contractor declined to submit responses.

The following qualitative criteria was approved for this RFQ, and this information was advertised as part of the overall process. Each approved criterion was given the following weightings.

Criteria	Weighting
Timeframe	35%
Methodology	40%

The tender price was given the following weighting

Criteria	Weighting
Fees & Charges	25%

Each member of the tender evaluation panel individually assessed each tender submission received against the qualitative criteria approved for this project. Each criterion was given a rating scale of 0-10, with zero being the lowest and 10 being the highest.

The evaluation panel recommendation report, inclusive of the overall evaluation scores, rankings and the evaluation panel’s recommendation regarding the preferred contractor, is included as Confidential Attachment 1.

The preferred Contractor was assessed as providing the most advantageous offer and best value for money to undertake the project works contained in RFQ 17.25.

The offer submitted is for a lump sum price and includes all preliminaries, materials, labour and deliverables. The lump sum price is subject to satisfactory contract negotiations and any resultant amendments. Given the comprehensive nature of the RFQ response provided by the preferred tenderer, these negotiations are not expected to create any issues.

Consultation

Procurement Department
 Submission Assessment Panel
 Director Infrastructure Services
 Director Corporate Services

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.
Strategic Outcome	2.8 Safe and interconnected transport networks for the community
Strategy	1 Improve road safety and connectivity to provide a safe and efficient road network.

Council Policy

[Council Policies » Shire of Ashburton](#)

- Council Policy – Purchasing and Procurement
- Council Policy – Asset Management
- Council Policy – Risk Management

Financial Implications

Current Financial Year

Funds are available in X3518 – Roebourne - Wittenoom Rd – Resheeting & Medium Grade, budget allocation of \$4,300,000.00.

Contractor 1, as detailed in Confidential Attachment 1, submitted a complaint submission with a total contract price of \$4,157,235.00, excluding GST. \$142,765.00 under the budget allocation. The lump sum price includes all preliminaries, materials, labour, delivery and deliverables.

Future Financial Year(s)

The project is expected to commence in March 2026 with practical completion in September 2026. This will result in a portion of the project being a carryover project at the commencement of the 2026/2027 financial year.

Legislative Implications

Local Government Act 1995,

- Section 1.8 – Statewide public notice
- Section 3.57 – Tenders for providing goods or services

Local Government (Functions and General) Regulations 1996

- Regulation 24AB – Local Government may establish panels of pre-qualified suppliers
- Regulation 24 AJ – Contracts with pre-qualified suppliers

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Substantiated, localised impact in community trust or low media item.	Possible (3)	Minor (2)	Moderate (5-9)	Defined scope of works, appoint experienced contractor and ensure on-site supervision and checking of works.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

Voting Requirements

Simple Majority

Officer Recommendation

That Council:

1. Accepts the evaluation panel’s recommendation, as provided in Confidential Attachment 1, and approves the award of a contract to Contractor 1 for the quoted works under Request for Quotation 17.25 – Roebourne - Wittenoorn Road for \$4,157,235.00 ex GST.
2. Authorises the Chief Executive Officer to negotiate and enter a formal contract with Contractor 1 for the quoted works under Request for Quotation 17.25 – Roebourne - Wittenoorn Road.

Council Decision	253/2025
Moved	Cr R de Pledge
Seconded	Cr K White

That Council:

1. **Accepts the evaluation panel’s recommendation, as provided in Confidential Attachment 1, and approves the award of a contract to Contractor 1 for the quoted works under Request for Quotation 17.25 – Roebourne - Wittenoorn Road for \$4,157,235.00 ex GST.**
2. **Authorises the Chief Executive Officer to negotiate and enter a formal contract with Contractor 1 for the quoted works under Request for Quotation 17.25 – Roebourne - Wittenoorn Road.**

Carried 9/0

L.3 Request for Quotation 18.25 - Towera & Towera Lyndon Road

File Reference	CMQ 18.25
Applicant or Proponent(s)	Not Applicable
Author	A Chihava, Project Manager
Authorising Officer	G Harris, Director Infrastructure Services
Previous Meeting Reference	Ordinary Council Meeting 19 August 2025 - Item 14.1 – 158/2025
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Evaluation Report - Confidential

Report Purpose

The purpose of this report is to provide council with the Evaluation and Recommendation Report for Request for Quotation (RFQ) 18.25 – Towera & Towera Lyndon Road as detailed in the Confidential Attachment 1.

Council is requested to award the project as detailed in RFQ 18.25 – Towera & Towera Lyndon Road to Contractor 1 based on the evaluation panel’s assessment of the submissions received.

Background

This project is part of the annual Road Maintenance Program. Funds for this project have been provided for in the 2025/2026 Annual Budget (refer to Financial Implications section of this report, as below).

The Shire of Ashburton (Shire) sought to engage a suitably qualified and experienced road construction contractor from the Panel of Prequalified Suppliers – Road Construction and Civil Works (RFT 11.25) to undertake unsealed road maintenance and upgrade works on Towera Lyndon Road.

A project scoping document was prepared for the works following a detailed site inspection. The works as described in RFQ 18.25 are based on that document.

In summary, the scope of works involves the following:

- Heavy maintenance grade along the full length of Towera Road
- Resheeting of 20km of Towera Lyndon Road

The reforming and resheeting works on Towera Lyndon Road are envisioned to be carried and completed within one year commencing on 9 March 2026 and completed by 20 December 2026.

Heavy Maintenance Grading

Work areas as follows:

- Towera Road (approx. 44.5 km total full length)
- Towera Lyndon Road SLK 0 – 7.45

Reforming and Resheeting Works

Work area as follows (approx. 20km total):

- Towera Lyndon Road SLK 7.45 – 27.6

Comments

The Shire released RFQ 18.25, via the Shire’s VendorPanel portal on Wednesday 12 November 2025 and closed on Tuesday 2 December 2025 at 12.00pm. The Tender Exempt RFQ was sent to four construction contractors from the Panel of Prequalified Suppliers – Road Construction and Civil Works (RFT 11.25), however the Shire received only three submissions from the panel contractors as one contractor declined to submit responses.

The following qualitative criteria was approved for this RFQ, and this information was advertised as part of the overall process. Each approved criterion was given the following weightings.

Criteria	Weighting
Timeframe	35%
Methodology	40%

The tender price was given the following weighting

Criteria	Weighting
Fees & Charges	25%

Each member of the tender evaluation panel individually assessed each tender submission received against the qualitative criteria approved for this project. Each criterion was given a rating scale of 0-10, with zero being the lowest and 10 being the highest.

The evaluation panel recommendation report, inclusive of the overall evaluation scores, rankings and the evaluation panel’s recommendation regarding the preferred Contractor, is included as Confidential Attachment 1.

The preferred contractor was assessed as providing the most advantageous offer and best value for money to undertake the project works contained in RFQ 18.25.

The offer submitted is for a lump sum price and includes all preliminaries, materials, labour and deliverables. The lump sum price is subject to satisfactory contract negotiations and any resultant amendments. Given the comprehensive nature of the RFQ response provided by the preferred tenderer, these negotiations are not expected to create any issues.

Consultation

Procurement Department
 Submission Assessment Panel
 Director Infrastructure Services
 Director Corporate Services

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	2. Place - We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.
Strategic Outcome	2.8 Safe and interconnected transport networks for the community
Strategy	1 Improve road safety and connectivity to provide a safe and efficient road network.

Council Policy

[Council Policies » Shire of Ashburton](#)

- Council Policy – Purchasing and Procurement
- Council Policy – Asset Management
- Council Policy – Risk Management

Financial Implications

Current Financial Year

Funds are available in X2998 – Towera & Towera Lyndon Road – Resheet, budget allocation of \$3,220,000.00.

Contractor 1, as detailed in Confidential Attachment 1, submitted a complaint submission with a total contract price of \$3,258,305.00 excluding GST. \$38,305.00 over the budget allocation.

The lump sum price includes all preliminaries, materials, labour, delivery and deliverables.

The slight overspend on this project can be accommodated from budget savings of \$142,765 on the Roebourne – Wittenoom Road Resheeting and Medium Grade X3518.

Funding Summary:

Source	Amount
X2998 – Towera & Towera Lyndon Road	\$3,220,000.00
X3518 – Roebourne Wittenoom Rd underspend	\$38,305.00
Total	\$3,258,305.00

Future Financial Year(s)

The project is expected to commence in March 2026 with practical completion in September 2026. This will result in a portion of the project being a carryover project at the commencement of the 2026/2027 financial year.

Legislative Implications

Local Government Act 1995,

- Section 1.8 – Statewide public notice
- Section 3.57 – Tenders for providing goods or services

Local Government (Functions and General) Regulations 1996

- Regulation 24AB – Local Government may establish panels of pre-qualified suppliers
- Regulation 24 AJ – Contracts with pre-qualified suppliers

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Substantiated, localised impact in community trust or low media item.	Possible (3)	Minor (2)	Moderate (5-9)	Defined scope of works, appoint experienced contractor, and ensure on-site supervision and checking of works.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

Voting Requirements

Absolute Majority

Officer Recommendation

That Council:

1. Accepts the evaluation panel’s recommendation, as provided in Confidential Attachment 1, and approves the award of a contract to Contractor 1 for the quoted works under Request for Quotation 18.25 – Towera & Towera Lyndon Road for \$3,258,305.00 ex GST.
2. Approves budget reallocation of \$38,305.00 from X3518 Roebourne – Wittenoom Road to X2998 Towera and Towera Lyndon Road.
3. Authorises the Chief Executive Officer to negotiate and enter a formal contract with Contractor 1 for the quoted works under Request for Quotation 18.25 – Towera & Towera Lyndon Road.

Council Decision **254/2025**

Moved **Cr A Sullivan**

Seconded **Cr C Rogers**

That Council:

1. **Accepts the evaluation panel's recommendation, as provided in Confidential Attachment 1, and approves the award of a contract to Contractor 1 for the quoted works under Request for Quotation 18.25 – Towera & Towera Lyndon Road for \$3,258,305.00 ex GST.**
2. **Approves budget reallocation of \$38,305.00 from X3518 Roebourne – Wittenoom Road to X2998 Towera and Towera Lyndon Road.**
3. **Authorises the Chief Executive Officer to negotiate and enter a formal contract with Contractor 1 for the quoted works under Request for Quotation 18.25 – Towera & Towera Lyndon Road.**

For: **A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **Nil**

Carried By Absolute Majority 9/0

18 Confidential Matters

Council Decision **255/2025**

Moved **Cr A Sullivan**

Seconded **Cr T Fox**

That Council move behind closed doors at 2:32pm, pursuant to clause 6.2 of the *Shire of Ashburton Standing Orders Local Law 2012* to consider the following confidential items.

18.1 Expired Exploration Mining Tenement - A51783

Pursuant to sub section 5.23(2)(c) of the *Local Government Act 1995* which provides:

- (b) the personal affairs of any person
- (c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting

For: **A Smith, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **A Sullivan**

Carried 8/1

18.1 Expired Exploration Mining Tenement - A51783

File Reference	RV12
Applicant or Proponent(s)	Not Applicable
Author	M Wagstaff, Senior Finance Officer
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Legal Recommendation - A51783 - Confidential

Reason for Confidentiality

Section under the Act	<i>This matter is to be considered behind closed doors pursuant to s.5.23(2)(b) and (c) of the Local Government Act 1995 as the subject matter relates to:</i>
Sub-clause and Reason:	<i>“s.5.23(2)(b) and (c) the personal affairs of any person and a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting.”</i>

Report Purpose

Council is required to consider the debt outstanding on Assessment A51783.

The purpose of this report is to provide sufficient information to allow Council to make an informed decision.

Voting Requirements

Simple Majority

Council Decision **256/2025**

Moved **Cr L Rumble JP**

Seconded **Cr R de Pledge**

That Council, with respect to Expired Exploration Mining Tenement - A51783, approves the Officer’s Recommendation, as detailed in the body of this report.

For: **A Smith, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers**

Against: **A Sullivan**

Carried 8/1

Council Decision	257/2025
Moved	Cr L Rumble JP
Seconded	Cr K Day
That Council re-open the meeting to the public at 2:34pm.	
For:	A Smith, A Sullivan, R de Pledge, K White, T Fox, L Rumble JP, K Day, B Healy and C Rogers
Against:	Nil
Carried 9/0	

19 Next Meeting

The next Ordinary Council Meeting will be held at 1:00pm on Tuesday 17 February 2026 at Council Chambers, Onslow Shire Complex, Second Avenue, Onslow.

20 Closure Of Meeting

There being no further business, the Presiding Member closed the meeting at 2:35pm.



Agenda Item 10.1.2 - Attachment 1

Minutes of the Annual General Electors Meeting held 9
December 2025



Published Minutes

Annual General Electors Meeting

Tuesday, 9 December 2025

Date:	Tuesday 9 December 2025
Time:	4:00pm
Location:	Council Chambers, Onslow Shire Complex, Second Avenue, Onslow
Distribution Date:	Thursday 11 December 2025



**Shire of Ashburton
Annual General Electors Meeting**

The Chief Executive Officer recommends the endorsement of these minutes at the next Annual General Electors Meeting.

Keith Woodward PSM
Chief Executive Officer
11 December 2025

These minutes were confirmed by Council as a true and accurate record of proceedings at the Annual General Electors Meeting held on Tuesday, 9 December 2025.

Presiding Member _____

Date _____

Disclaimer
The Shire of Ashburton warns anyone who has an application lodged with Council must obtain, and should only rely on, written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by Council in respect of the application. No responsibility whatsoever is implied, or accepted, by the Shire of Ashburton for any act, omission, statement, or intimation occurring during a Council meeting.

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1 Declaration of Opening

The Presiding Member declared the meeting open at 16:00pm.

1.1 Acknowledgement of Country

As representatives of the Shire of Ashburton Council, we respectfully acknowledge the local Indigenous people, the traditional custodians of this land where we are meeting upon today and pay our respects to them and all their elders past and present.

2 Attendance

2.1 Present

Elected Members:	SP A Smith Cr T Fox Cr A Sullivan Cr L Rumble JP Cr K Day Cr C Rogers	Shire President Pannawonica Ward Deputy Shire President, Paraburdoo Ward Paraburdoo Ward Tom Price Ward Tom Price Ward
Employees:	K Woodward C McGurk D Kennedy G Harris A Johnston J Bray J Rouse M Malinowska	Chief Executive Officer Director Community Development Director Corporate Services Director Infrastructure Services Manager Media and Communications Manager Governance Governance Officer Council Support Officer
Guests	Nil	
Members of Public:	There were no members of the public in attendance at the commencement of the meeting.	
Members of media:	There were no members of the media in attendance at the commencement of the meeting.	

2.2 Apologies

Nil

2.3 Approved Leave of Absence

Nil

3 Shire President's Report

Good afternoon everyone, and thank you for joining us.

As we reflect on the past year, I'm incredibly proud of the growth, renewal and community spirit we've seen across the Shire of Ashburton. We adopted a \$57 million capital works budget focused on strengthening our infrastructure while continuing to deliver new community facilities. Importantly, Council also resolved not to increase residential rates and waste charges despite rising cost pressures.

Over \$30 million has gone into housing and accommodation, helping us attract and retain staff across our towns. More than \$15 million has been invested into roads, improving safety and connectivity across the region.

We've also seen major progress on key projects such as the Minna Oval Sports Club, the Onslow Men's Shed, improvements to the Onslow Caravan Park, and new bike parks in Onslow and Paraburdoo. Planning has continued on the new Onslow Town Jetty, airport upgrades, the Onslow Streetscape and the Pannawonica Bike Park.

This year, we strengthened community connections through important events and initiatives. We restored the historic Wittenoom Fire Truck, commemorated 100 years of Onslow, and created the AY! Youth brand.

Together, we are shaping a thriving and resilient future for Tom Price, Onslow, Paraburdoo and Pannawonica, progressing projects that meet the needs of today while creating opportunity for tomorrow.

Thank you.

4 Receipt of the Annual Report

The Shire of Ashburton Annual Report for the financial year 2024/2025 is available on the Shire's website.

Recommendation

The Shire of Ashburton 2024/2025 Annual Report, inclusive of the 2024/2025 Audited Financial Statements and Auditor's Report be received.

Moved: K Day

Seconded: A Sullivan

CARRIED

5 General Business

5.1 Public Questions

Nil

5.2 Elector Motions

Nil.

6 Closure of Meeting

There being no further business, the Presiding Member closed the meeting at 4:04pm.



Agenda Item 10.2.1 - Attachment 1

Minutes of the Audit, Risk and Improvement Committee
Meeting held 9 December 2025



Published Minutes

Audit, Risk and Improvement Committee Meeting

Tuesday, 9 December 2025

Date:	Tuesday 9 December 2025
Time:	8:30am
Location:	Council Chambers, Onslow Shire Complex, Second Avenue, Onslow
Distribution Date:	Thursday 11 December 2025



**Shire of Ashburton
Audit, Risk and Improvement Committee Meeting**

The Chief Executive Officer recommends the endorsement of these minutes at the next Audit, Risk and Improvement Committee Meeting.

Keith Woodward PSM
Chief Executive Officer
11 December 2025

These minutes were confirmed by Council as a true and accurate record of proceedings at the Audit, Risk and Improvement Committee Meeting held on Tuesday, 9 December 2025.

Presiding Member _____

Date _____

Disclaimer

The Shire of Ashburton warns anyone who has an application lodged with Council must obtain, and should only rely on, written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by Council in respect of the application. No responsibility whatsoever is implied, or accepted, by the Shire of Ashburton for any act, omission, statement, or intimation occurring during a Council meeting.

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1 Declaration Of Opening

The Presiding Member declared the meeting open at 8:29am.

1.1 Acknowledgement Of Country

As representatives of the Shire of Ashburton Council, we respectfully acknowledge the local Indigenous people, the traditional custodians of this land where we are meeting upon today and pay our respects to them and all their elders past and present.

2 Announcement Of Visitors

Nil

3 Attendance

3.1 Present

Independent Committee Member:	Mr S Brown APM	Presiding Member
Elected Members:	SP A Smith Cr L Rumble JP Cr A Sullivan Cr K Day	Shire President Paraburdoo Ward Deputy Shire President, Paraburdoo Ward Tom Price Ward
Observers:	Cr R de Pledge Cr T Fox Cr C Rogers	Ashburton-Tablelands Ward Pannawonica Ward Tom Price Ward
Employees:	K Woodward C McGurk D Kennedy G Harris D Weerasingha A Johnston J Bray J Rouse M Malinowska	Chief Executive Officer Director Community Development Director Corporate Services Director Infrastructure Services Internal Auditor (by electronic means) Manager Media and Communications Manager Governance Governance Officer Council Support Officer

Guests:	None
Members of Public:	There were no members of the public in attendance at the commencement of the meeting.
Members of media:	There were no members of the media in attendance at the commencement of the meeting.

3.2 Apologies

Cr B Healy Tom Price Ward

3.3 Approved Leave Of Absence

Nil

4 Declaration By Members

4.1 Due Consideration By Elected Members To The Agenda

Elected Members noted they have given due consideration to all matters contained in this agenda.

4.2 Declaration Of Interest

A member who has an Impartiality, Proximity or Financial interest in any matter to be discussed at this meeting must disclose the nature of the interest either in a written notice, given to the Chief Executive Officer, prior to the meeting, or at the meeting immediately before the matter is discussed.

A member who makes a disclosure in respect to an interest must not preside at the part of the meeting which deals with the matter, or participate in, or be present during any discussion or decision-making process relative to the matter, unless the disclosing member is permitted to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

The following declarations of interest are disclosed –

Nil

5 Confirmation Of Minutes

5.1 Confirmation Of Previous Minutes

5.1.1 Minutes Of The Audit, Risk and Improvement Committee Meeting Held On 24 November 2025

Committee Decision

Moved Cr L Rumble JP

Seconded Cr K Day

That the Minutes of the Audit, Risk and Improvement Committee Meeting held 24 November 2025 (Item 5.1.1 Attachment 1) be confirmed as a true and accurate record.

For: A Smith, L Rumble JP, A Sullivan, K Day, S Brown APM

Against: Nil

Carried /0

6 Public Agenda Items

6.1 Strategic Risk Report - December 2025

File Reference	CM05
Applicant or Proponent(s)	Not Applicable
Author	D Kennedy, Director Corporate Services
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 18 February 2025 - Item 6.4 – 010/2025 Ordinary Council Meeting 19 August 2025 - Item 6.2 – 138/2025
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Strategic Risk Review Report - December 2025

Report Purpose

The purpose of this report is to present to the Audit, Risk and Improvement Committee (ARIC), the quarterly Strategic Risk update as required by the endorsed Strategic Risk Procedure.

The ARIC is requested to note the quarterly update.

Background

The Risk Management Procedure – Strategic Risks (Procedure) was endorsed by the ARIC on 18 February 2025. This Procedure sets out the monitoring process for strategic risks and requires a standing agenda item be presented to each Audit, Risk and Improvement Committee meeting to provide an update on any changes in the strategic environment that may impact on the level of the strategic risk.

Strategic risks relate specifically to those risks that may impact the Shire for which we have very little control in terms of whether they materialise.

Strategic risks relate to those events/incidents that are outside the control of the Shire that could impact the future strategic direction of Council. The consequences for strategic risks, therefore, are measured in relation to the amount of change required to the strategic direction as a result of the realisation of the risks.

Unlike enterprise risks, strategic risks have very few controls in place so the likelihood criteria used is also different and is more focused on whether there is any evidence that the risk is imminent.

The Strategic Risk Register was endorsed by Council on 19 August 2025.

Comments

One current Strategic Risk – SR9 – **Government reforms, legislative changes, and/or investment decisions impact Council's ability to pursue strategies, service provision and/or sustainability** has had current risk level increased from Low to Extreme.

The Minister for Local Government introduced legislation without industry consultation, potentially affecting the Shire’s ability to maintain current rating revenue from temporary workforce accommodation facilities. While existing camps comply with current policy, confusion remains over the rating of “miscellaneous licences,” where most camps are located. A Council briefing will address the draft bill’s possible impacts and ongoing efforts for clarification before it becomes law. WALGA, the Shadow Minister, and the Minister’s Chief of Staff have been engaged and acknowledge that amendments to the bill are likely needed.

Full details of review and comments regarding other Strategic Risks can be found in Attachment 1.

Consultation

In accordance with the Procedure, the Director Corporate Services consulted with members of the Executive Leadership Team to ascertain if the level of strategic risk has changed.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Risk Management

The policy provides information and guidance regarding the management of risk to support the achievement of Shire’s strategic and operational objectives, protect staff and assets, and ensure financial sustainability.

Financial Implications

Current Financial Year

Not applicable

Future Financial Year(s)

Rating of temporary workforce accommodation facilities currently has some uncertainty as a result of the current bill before parliament.

Legislative Implications

Nil

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Financial impact	Loss of rating revenue due to the amendment bill currently before parliament.	Possible (3)	Major (4)	High (10-16)	Advocacy ongoing with WALGA, Department and Ministers Office.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

Voting Requirements

Simple Majority

Officer Recommendation

That the Audit, Risk and Improvement Committee:

1. Receive the December Quarter Strategic Risk Review Report at Attachment 1; and
2. Acknowledge the change in risk rating of Strategic Risk 9 from low to extreme for the reasons outlined in the body of the report.

Committee Decision

Moved SP A Smith

Seconded Cr L Rumble JP

That the Audit, Risk and Improvement Committee recommends that Council:

1. **Receives the December Quarter Strategic Risk Review Report at Attachment 1; and**
2. **Acknowledges the change in risk rating of Strategic Risk 9 from low to extreme for the reasons outlined in the body of the report.**

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown, APM

Against: Nil

Carried 5/0

6.2 Audit Log Status Update

File Reference	CM52
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Audit and Risk Management Committee 20 May 2025 - Item 6.1
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Internal Audit Log - Outstanding and Closed - Nov 2025

Report Purpose

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) oversight of the implementation of actions resulting from internal audits.

Endorses the closure of three validated internal audit actions and receive the updated Internal Audit Log – Outstanding and Closed Actions as provided in Attachment 1.

Background

The Chief Executive Officer (CEO) is required to ensure adequate systems and processes are established for the effective management and control of the Shire per local government regulations.

Internal audits and external reviews are examples of methods the ARIC may use to ensure sound management of the Shire is occurring.

Following the finalisation of an internal audit and/or external review, recommendations are included in the Audit Log to ensure progress is monitored and recorded.

Comments

This report covers the period 25 July 2025 to 14 November 2025.

During this period, evidence against three audit items were verified and closed.

Finding No	Audit Report	Action	Status
236	Reg 17-2023 Fuel consumption monitoring	Implementation of Smart Tags	Closed
237	Reg 17-2023 Fuel consumption monitoring	Fuel Reconciliation by SmartFill System for Tom Price and Onslow non moving tanks.	Closed
268	Procurement 2024 Training on identifying and recording contract variation	Increase training on contract management and recording variance (Combined with Procurement Training)	Closed

A summary of the progress on the implementation of internal audit recommendations is provided in the following table. There are **10** audit findings that are open as of 14 November 2025.

The Internal Auditor is working with managers and the Executive Leadership Team (ELT) and service providers to close the remaining open items, prioritising as per risk ratings.

Open Audit Findings

Internal Audit Topic	Not Started		In Progress		Validated		Total Open		Total Items
	14 Nov	25 July	14 Nov	25 July	14 Nov	25 July	14 Nov	25 July	
Regulation 17-2023	1	1	5	7	23	21	6	8	29
Procurement [24]	0	1	2	2	5	4	2	3	7
FMR 2024	0	0	2	2	7	7	2	2	9
Totals	1	2	9	11	35	32	10	13	45

Consultation

Below is the consultation framework endorsed by ARMC for internal audit department.

Output	IIA Standard (2017 Version)	Council	Audit and Risk Management Committee	CEO / ELT	Audit Sponsor / Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult / Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

In accordance with *Regulation 17* of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the Audit and Risk Management Committee the results of each review.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Compliance failures if areas identified for improvement are not addressed.	Possible (3)	Major (4)	High (10-16)	Implement process improvements resulting from internal audits/external reviews and provide regular progress reporting to the Audit and Risk Management Committee.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

Chief Executive Officer Comment

The Chief Executive Officer will provide separate confidential comment on this item.

Voting Requirements

Simple Majority

Internal Auditor Recommendation

The Audit, Risk and Improvement Committee recommends that Council:

1. Endorses the closure of three validated internal audit actions, numbers 236, 237 and 268, as detailed in Attachment 1; and
2. Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 14 November 2025, also as provided at Attachment 1.

Committee Decision

Moved Cr K Day

Seconded Cr L Rumble JP

The Audit, Risk and Improvement Committee recommends that Council:

1. Endorses the closure of three validated internal audit actions, numbers 236, 237 and 268, as detailed in Attachment 1; and
2. Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 14 November 2025, also as provided at Attachment 1.

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown, APM

Against: Nil

Carried 5/0

6.3 Progress on Internal Audit Schedule September 2025 - March 2026

File Reference	CM53
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

A comprehensive Strategic Internal Audit Plan 2025–2029 is currently being developed in consultation with the Executive Leadership Team (ELT) and other key stakeholders. The draft plan adopts a risk-based approach consistent with the International Professional Practices Framework (IPPF) and the requirements of Regulation 17 of the Local Government (Audit) Regulations 1996.

Given the time required to undertake final validation, obtain stakeholder endorsement, and align organisational resources, an interim internal audit schedule was endorsed in August 2025 to ensure continuity of assurance activities.

Background

An Internal Auditor commenced in March 2025. At that time, there was no current Strategic Internal Audit Plan in place to guide assurance activity for the 2025 financial year. Subsequently, a new draft Strategic Internal Audit Plan (2025–2029) was developed in consultation with the previous CEO and the ELT. With the appointment of the new CEO, the updated plan has been resubmitted for further consultation and review.

To maintain oversight of internal controls and ensure continuity of audit coverage during this transition period, the Audit and Risk Committee (ARIC) endorsed two interim internal audits in August 2025, as follows:

1. Corporate Credit Cards
2. Contract Management

Comments

Due to the transition associated with the appointment of the new CEO, approval of the Planning Memorandum for the Corporate Credit Card audit was finalised at the end of September.

Audit, Risk and Improvement Committee Meeting Minutes

9 December 2025

The table below outlines the current progress of the two internal audits that are presently underway.

Audit Name	Status
Corporate Credit Cards	The draft report has been issued for the CEO's consultation. It is expected that the final report will be presented at the next ARIC meeting.
Contract Management	The Planning Memorandum has been initiated, and the report is expected to be presented at the next ARIC meeting.

Consultation

The ELT have been consulted on the internal audit schedule. External auditors have been consulted identifying extent of their work to avoid possible duplication of assurance efforts.

Below is the Audit and Risk Management Committee (ARMC) endorsed consultation framework for Internal Audit Department.

Output	IIA Standard	Council	Audit and Risk Management Committee	CEO/ ELT	Audit Sponsor/ Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve
Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult/ Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

In accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriate and effectiveness of a local government's systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the Audit and Risk Management Committee the results of each review.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Increased exposure to fraud, inadequate risk management, non-compliance with legislation, inefficient use of resources, limited accountability and transparency, reputational damage.	Almost Certain (5)	Catastrophic (5)	Extreme (17-25)	Establish an effective internal audit function in compliance with the International Professional Practice Framework and regulatory requirements. Adopt Internal Audit Charter and Strategic Internal Audit Plan and implement. Establish and operate an effective Risk Management Framework <i>ISO31000</i> .

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That the Audit and Risk Improvement Committee recommends that Council notes the progress of the two internal audits endorsed in August 2025.

Committee Decision

Moved Cr L Rumble JP

Seconded Cr A Sullivan

That the Audit and Risk Improvement Committee recommends that Council notes the progress of the two internal audits endorsed in August 2025.

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown, APM

Against: Nil

Carried 5/0

Audit, Risk and Improvement Committee Meeting Minutes

9 December 2025

7 Confidential Agenda Items

Nil

8 Next Meeting

The next Audit, Risk and Improvement Committee Meeting will be held at 6:00pm on Tuesday 10 February 2026 at by electronic means.

9 Closure Of Meeting

There being no further business, the Presiding Member closed the meeting at 8:56am.



Agenda Item 10.2.2 - Attachment 1

Minutes of the Audit, Risk and Improvement Committee
Meeting held 10 February 2026



Published Minutes

Audit, Risk and Improvement Committee Meeting

Tuesday, 10 February 2026

Date:	Tuesday 10 February 2026
Time:	6:00pm
Location:	By electronic means
Distribution Date:	Thursday 12 February 2026



**Shire of Ashburton
Audit, Risk and Improvement Committee Meeting**

The Chief Executive Officer recommends the endorsement of these minutes at the next Audit, Risk and Improvement Committee Meeting.

Keith Woodward PSM
Chief Executive Officer
12 February 2026

These minutes were confirmed by the Committee as a true and accurate record of proceedings at the Audit, Risk and Improvement Committee Meeting held on Tuesday, 19 May 2026.

Presiding Member _____

Date _____

Disclaimer
The Shire of Ashburton warns anyone who has an application lodged with Council must obtain, and should only rely on, written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by Council in respect of the application. No responsibility whatsoever is implied, or accepted, by the Shire of Ashburton for any act, omission, statement, or intimation occurring during a Council meeting.

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1 Declaration Of Opening

The Presiding Member declared the meeting open at 6:00pm.

1.1 Acknowledgement Of Country

As representatives of the Shire of Ashburton Council, we respectfully acknowledge the local Indigenous people, the traditional custodians of this land where we are meeting upon today and pay our respects to them and all their elders past and present.

2 Announcement Of Visitors

Nil

3 Attendance

3.1 Present

Independent Member:	Mr S Brown, APM	Presiding Member
Elected Members:	SP A Smith Cr L Rumble JP Cr A Sullivan Cr K Day	Shire President Paraburdoo Ward Paraburdoo Ward Tom Price Ward
Employees:	K Woodward D Kennedy D Weerasingha J Bray M Malinowska	Chief Executive Officer Director Corporate Services Internal Auditor Manager Governance Council Support Officer
Guests:	Nil	
Members of Public:	There were no members of the public in attendance at the commencement of the meeting.	
Members of media:	There were no members of the media in attendance at the commencement of the meeting.	

Audit, Risk and Improvement Committee Meeting Minutes

10 February 2026

3.2 Apologies

Cr Brie Noone Tom Price Ward

3.3 Approved Leave Of Absence

Nil

4 Declaration By Members

4.1 Due Consideration By Elected Members To The Agenda

Elected Members noted they have given due consideration to all matters contained in this agenda.

4.2 Declaration Of Interest

A member who has an Impartiality, Proximity or Financial interest in any matter to be discussed at this meeting must disclose the nature of the interest either in a written notice, given to the Chief Executive Officer, prior to the meeting, or at the meeting immediately before the matter is discussed.

A member who makes a disclosure in respect to an interest must not preside at the part of the meeting which deals with the matter, or participate in, or be present during any discussion or decision-making process relative to the matter, unless the disclosing member is permitted to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

The following declarations of interest are disclosed –

Nil

6 Public Agenda Items

6.1 Internal Audit Schedule February 2026 - May 2026

File Reference	CM53
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Nil
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

A comprehensive Strategic Internal Audit Plan 2025–2029 is currently being developed in consultation with the Executive Leadership Team (ELT) and other key stakeholders. The draft plan adopts a risk-based approach consistent with the International Professional Practices Framework (IPPF) and the requirements of Regulation 17 of the *Local Government (Audit) Regulations 1996*.

Given the time required to undertake final validation, obtain stakeholder endorsement, and align organisational resources, an interim internal audit schedule was endorsed in August 2025 to ensure continuity of assurance activities.

Background

An Internal Auditor commenced in March 2025. At that time, there was no current Strategic Internal Audit Plan in place to guide assurance activity for the 2025-2026 financial year. Subsequently, a new draft Strategic Internal Audit Plan (2025–2029) was developed in consultation with the previous CEO and the ELT. With the appointment of the new CEO, the updated plan has been resubmitted for further consultation and review.

To maintain oversight of internal controls and ensure continuity of audit coverage during this transition period, the Audit, Risk and Improvement Committee (ARIC) endorsed two internal audits in August 2025, as follows:

1. Corporate Credit Cards
2. Contract Management.

Comments

The table below outlines the current progress of the two internal audits that are presently underway.

Audit Name	Status
Corporate Credit Cards	<p>Completed and to be presented to ARIC February 2026.</p> <p>Note: Due to the transition associated with the appointment of the new CEO, approval of the Planning Memorandum for the Corporate Credit Card audit was finalised at the end of September and the finalisation of the audit affected with yearend holiday period.</p>
Contract Management	<p>The Planning Memorandum was prepared and discussed with the former Deputy Chief Executive Officer (DCEO), and initial audit testing commenced in relation to the Contract Variation Requests process for the period 2024 to 2025. Progress was partially impacted by the annual holiday period.</p> <p>The audit was subsequently placed on hold following the resignation of the responsible Director (DCEO) who was involved in discussing and endorsing the Planning Memorandum.</p> <p>The Internal Auditor has since discussed the matter with the Chief Executive Officer and is in the process of refining the Planning Memorandum to focus on key risk areas within the contract management framework.</p> <p>Accordingly, the audit report is now planned for presentation to the May 2026 ARIC meeting.</p>

It is also suggested that the following audit areas be commenced during the period February to April 2026, with report or the status reporting planned for presentation to the May 2026 ARIC meeting.

S/N	Area	Possible Scope
1	Fire Breaks	The audit will assess the adequacy and effectiveness of controls over the administration, inspection, compliance monitoring, and enforcement of fire break requirements, including alignment with legislative obligations, Council determinations, inspection coverage, recordkeeping, and escalation of non-compliance to mitigate bushfire risk.
2	Local Emergency Preparedness	The audit will review the Shire’s emergency preparedness framework, including governance arrangements, planning, resourcing, training, inter-agency coordination, and testing of emergency management plans, to assess readiness and compliance with statutory emergency management requirements.

Consultation

The CEO has been consulted on the internal audit schedule. External auditors have been consulted identifying extent of their work to avoid possible duplication of assurance efforts.

Below is the ARIC endorsed consultation framework for Internal Audit department.

Output	IIA Standard	Council	Audit and Risk Management Committee	CEO/ ELT	Audit Sponsor/ Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve
Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult/ Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

- Strategic Objective 4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
- Strategic Outcome 4.6 Visionary community leadership with sound, diligent and accountable governance
- Strategy 3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

In accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriate and effectiveness of a local government’s systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the ARIC, the results of each review.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Increased exposure to fraud, inadequate risk management, non-compliance with legislation, inefficient use of resources, limited accountability and transparency, reputational damage.	Possible (3)	Major (4)	High (10-16)	Establish an effective internal audit function in compliance with the International Professional Practice Framework and regulatory requirements. Adopt Internal Audit Charter and Strategic Internal Audit Plan and implement. Establish and operate an effective Risk Management Framework <i>ISO31000</i> .

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

6.2 Audit Log Status Update

File Reference	CM52
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Audit Risk and Improvement Committee 09 December 2025 - Item 6.2
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Audit Log Update 15 January 2026

Report Purpose

The purpose of this report is to provide the Audit, Risk and Improvement Committee (ARIC) oversight of the implementation of actions resulting from internal audits.

Endorses the closure of one validated internal audit action and receive the updated Internal Audit Log – Outstanding and Closed Actions as provided in Attachment 1.

Background

The Chief Executive Officer (CEO) is required to ensure adequate systems and processes are established for the effective management and control of the Shire per local government regulations.

Internal audits and external reviews are examples of methods the ARIC may use to ensure sound management of the Shire is occurring.

Following the finalisation of an internal audit and/or external review, recommendations are included in the Audit Log to ensure progress is monitored and recorded.

Comments

This report covers the period from 14 November 2025 to 15 January 2026.

During this period, evidence against one audit item was verified and closed.

Finding No	Audit Report	Action	Status
254	Reg 17-2023 Onslow Airport- Transport Security Program (TSP) and Biennial External Security Audit	Undertake a formal review and update of the TSP, and engage an independent, suitably qualified external auditor to perform a security audit.	To be closed after ARIC endorse.

A summary of the progress on the implementation of internal audit recommendations is provided in the following table. There are **nine** audit findings that are open as of 15 January 2026 after considering the proposed closure of one finding.

The Internal Auditor is working with the Executive Leadership Team (ELT) and managers, and service providers to close the remaining open items, prioritising as per risk ratings.

Open Audit Findings

Internal Audit Topic	Not Started		In Progress		Validated		Total Open		Total Items
	15 Jan	14 Nov	15 Jan	14 Nov	15 Jan	14 Nov	15 Jan	14 Nov	
Regulation 17-2023	1	1	4	5	24	23	5	6	29
Procurement [24]	0	0	2	2	5	5	2	2	7
FMR 2024	0	0	2	2	7	7	2	2	9
Totals	01	01	08	09	36	35	09	10	45

Consultation

Below is the consultation framework endorsed by the then Audit, Risk and Management Committee (ARMC) for the internal audit department.

Output	IIA Standard (2017 Version)	Council	Audit and Risk Management Committee	CEO / ELT	Audit Sponsor / Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve
Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult / Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

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Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

In accordance with Regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriate and effectiveness of a local government's systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the ARIC, the results of each review.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Compliance failures if areas identified for improvement are not addressed.	Possible (3)	Moderate (3)	Moderate (5-9)	Implement process improvements resulting from internal audits/external reviews and provide regular progress reporting to the Audit, Risk and Improvement Committee. As number of outstanding findings has been reduced to nine (as of 15 January 2026) the residual risk rating has been reduced to medium.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

Voting Requirements

Simple Majority

Internal Auditor Recommendation

The Audit, Risk and Improvement Committee recommends that Council:

1. Endorses the closure of one validated internal audit action, number 254, as detailed in Attachment 1; and
2. Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 15 January 2026, also as provided at Attachment 1.

Committee Decision

Moved Cr A Sullivan

Seconded Cr K Day

The Audit, Risk and Improvement Committee recommends that Council:

1. **Endorses the closure of one validated internal audit action, number 254, as detailed in Attachment 1; and**
2. **Receives the updated Internal Audit Log – Outstanding and Closed Actions report dated 15 January 2026, also as provided at Attachment 1.**

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown APM

Against: Nil

Carried 5/0

6.3 Internal Audit - Corporate Credit Cards

File Reference	CM52
Applicant or Proponent(s)	Not Applicable
Author	D Weerasingha, Internal Auditor
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 9 December 2025 - Item 11/ARM.3 – 237/2025
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Report-Internal Audit Over Corporate Credit Cards

Report Purpose

Internal Audit over Corporate Credit Cards (IAOCCC) has been scheduled to conduct from September 2025 – March 2026 per approved internal audit schedule.

Council is requested to receive the Internal Audit over Corporate Credit Cards (refer to Attachment 1).

Background

The Office of the Auditor General (OAG) of Western Australia conducted a performance audit in June 2024 titled Local Government Management of Purchasing Cards, which examined practices across three local governments comparable in scale and complexity to the Shire of Ashburton. The internal audit was conducted in comparison with Shire adopted policies and organisational practices, such OAG report Appendix 1: better practice guidance and local government act and its regulations as follows:

- Section 2.7(2)(a) and (b) of the *Local Government Act 1995 (Act)* requires the council to oversee the allocation of the local government's finances and resources and to determine the policies of the local government.
- Section 6.5(a) of the Act requires the Chief Executive Officer (CEO) to ensure that proper accounts and records of the transactions and affairs of the local government are kept in accordance with regulations.
- Regulation 5 of the *Local Government (Financial Management) Regulations 1996* requires local government's CEO to establish efficient systems and procedures for financial management.
- Regulation 11(1)(a) of the *Local Government (Financial Management) Regulations 1996* requires local governments to develop procedures for the authorisation and payment of accounts to ensure that there is effective security and appropriate authorisations in place for the use of credit cards.
- Regulation 13(2) of the *Local Government (Financial Management) Regulations 1996* requires local governments to prepare a list of accounts for approval to be paid is to be prepared each month and present to Council.

There was no such internal audit that had been conducted during last internal audit plans since 2022.

Therefore, the objective of IAOSCC is to assess the adequacy and effectiveness of established controls and compliance with applicable regulations.

Comments

This report presents the findings of the IAOSCC of the Shire for the period of 1 July 2024 to 30 August 2025 (referred to as the "engagement period").

The executive summary to the report on page 4 and 5 shows the strengths of the Shire systems and controls to address risks.

The assessment of the adequacy and effectiveness of internal controls was conducted against the Appendix 1: better practice guidance of OAG report titled Local Government Management of Purchasing Cards. The assessment results are showing under Annexure 1 to the report from page 17 to 28.

Findings are listed under finding sections as summarised in below table. Details of findings are showing from page 10 to 16.

The effectiveness of internal controls was evaluated for each finding based on the control's effectiveness matrix provided in the Shire adopted risk management framework showing on page 29 to the report.

S/N	Finding	Control Effectiveness	Target Date of Completion
1	Absence of a Compliant Corporate Credit Card Register	Partially Effective	Not mentioned
2	Absence of Explicit Prohibition on Rewards or Loyalty Systems in the Corporate Credit Card Framework	Partially Effective	Not mentioned
3	Incomplete Recordkeeping for Card Handover, Cancellation, and Destruction	Partially Effective	Not mentioned

Management has provided actions to address findings. All actions are pending to be completed, and target dates are not mentioned together with agreed actions included in the report.

Please see the attached full report for complete details on findings, implications, recommendations, agreed corrective actions and target completion date.

Consultation

As per the adopted Strategic Internal Audit Plan (2023), the consultation framework is shown below:

Output	IIA Standard	Council	Audit and Risk Management Committee	CEO/ ELT	Audit Sponsor/ Director	Internal Audit
Internal Audit Charter	1000	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Strategic Internal Audit Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Annual Internal Audit Service Delivery Plan	2010	Adopt	Review / Recommend	Consult / Inform	Consult / Inform	Develop
Internal Audit Manual	2040	Adopt	Review / Recommend	Consult / Inform	Inform	Develop
Quality Assurance and Improvement Plan	1300, 1320	Adopt	Review / Recommend	Consult / Inform	N/A	Develop
Annual Internal Audit Status Report	2060	Receive	Review / Recommend	Inform	Inform	Develop / Approve
Audit Engagements						
Planning Memorandum	2200	N/A	N/A	Consult/ Approve	Consult	Develop / Approve
Draft Report	2400	N/A	N/A	N/A	Consult	Develop
Final Report	2400, 2440	Receive	Review / Recommend	Inform	Inform	Develop / Approve

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

- Strategic Objective 4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
- Strategic Outcome 4.6 Visionary community leadership with sound, diligent and accountable governance
- Strategy 3 Deliver best practice governance and risk management.

Council Policy

Nil

Financial Implications

Current Financial Year

Nil

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Future Financial Year(s)

Nil

Legislative Implications

Regulation 5(2)(c) of the *Local Government (Financial Management) Regulations 1996* states:

“The CEO is to-

undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government with the results of those reviews.”

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Compliance failures if areas identified for improvement are not addressed.	Possible (3)	Major (4)	High (10-16)	Implement process improvements as a result internal/external reviews and provide regular progress reporting to the Audit, Risk and Improvement Committee.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

Voting Requirements

Simple Majority

Officer Recommendation

That the Audit, Risk and Improvement Committee recommends that Council receives the Internal Audit Over Corporate Credit Cards report, as detailed in Attachment 1.

Committee Decision

Moved Cr L Rumble JP

Seconded Cr A Sullivan

That the Audit, Risk and Improvement Committee recommends that Council receives the Internal Audit Over Corporate Credit Cards report, as detailed in Attachment 1.

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown APM

Against: Nil

Carried 5/0

6.4 Strategic Risk Report - February 2026

File Reference	CM05
Applicant or Proponent(s)	Not Applicable
Author	D Kennedy, Director Corporate Services
Authorising Officer	K Woodward, Chief Executive Officer
Previous Meeting Reference	Ordinary Council Meeting 18 February 2025 - Item 6.4 – 010/2025 Ordinary Council Meeting 19 August 2025 - Item 6.2 – 138/2025 Audit, Risk and Improvement Committee 9 December 2025 – Item 6.1
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	Nil

Report Purpose

The purpose of this report is to present to the Audit, Risk and Improvement Committee (ARIC), the quarterly Strategic Risk update as required by the endorsed Strategic Risk Procedure.

The ARIC is requested to note the quarterly update.

Background

The Risk Management Procedure – Strategic Risks (Procedure) was endorsed by the ARIC on 18 February 2025. This Procedure sets out the monitoring process for strategic risks and requires a standing agenda item be presented to each Audit, Risk and Improvement Committee meeting to provide an update on any changes in the strategic environment that may impact on the level of the strategic risk.

Strategic risks relate specifically to those risks that may impact the Shire for which we have very little control in terms of whether they materialise.

Strategic risks relate to those events/incidents that are outside the control of the Shire that could impact the future strategic direction of Council. The consequences for strategic risks, therefore, are measured in relation to the amount of change required to the strategic direction as a result of the realisation of the risks.

Unlike enterprise risks, strategic risks have very few controls in place so the likelihood criteria used is also different and is more focused on whether there is any evidence that the risk is imminent.

The Strategic Risk Register was endorsed by Council on 19 August 2025.

Comments

Summary of Strategic Risks - 30 January 2026

Risk	Strategic Risk	Current Risk Level	Target Risk Level	Risk Accepted
SR1	Speed and/or extent of urban/commercial growth within Ashburton occurs at different rate to that planned/predicted	Extreme	High	No
SR2	Shire unable to adapt to a changing technological and innovation environment to provide services that are comparable or exceed those provided by other local governments.	High	Medium	No
SR3	State Government continues to delay and/or fails to fully remediate the Wittenoom Asbestos Management Area (including Roebourne – Wittenoom Road)	Extreme	High	No
SR4	Shire unable to recruit, train and/or retain workforce to support service expectations of community and operate effectively	High	Medium	No
SR5	Increased number and/or severity of major disaster events and/or weather extremes	Medium	Medium	Yes
SR6	Changes in demographics and/or health profile and/or community expectations across the Shire occur at different rate to that planned/predicted	Medium	Medium	Yes
SR7	Global/National incident impacts on investments/businesses in the Shire. (e.g. pandemic, financial downturn etc.)	Low	Low	Yes
SR8	Loss of major employer/jobs within the Shire	Low	Low	Yes
SR9	Government reforms, legislative changes, and/or investment decisions impact Council's ability to pursue strategies, service provision and or sustainability	Extreme	Low	No
SR10	Changes to external government funding model/s for Local Government	Low	Low	Yes
SR11	Increased criminal and/or antisocial behaviour within the LGA	Low	Low	Yes
SR12	Major 3 rd party Environmental incident impacts the Shire	Low	Low	Yes
SR13	Major biosecurity incident within the Shire impacts businesses in the Shire. (e.g. foot and mouth disease, polyphagous shot-hole borer, cane toads)	Low	Low	Yes

At the last ARIC meeting the risk level for SR9 was increased to extreme because of the current legislative uncertainty relating to the rating of temporary workforce accommodation facilities. The Shire generates approximately \$9 million in revenue from this source.

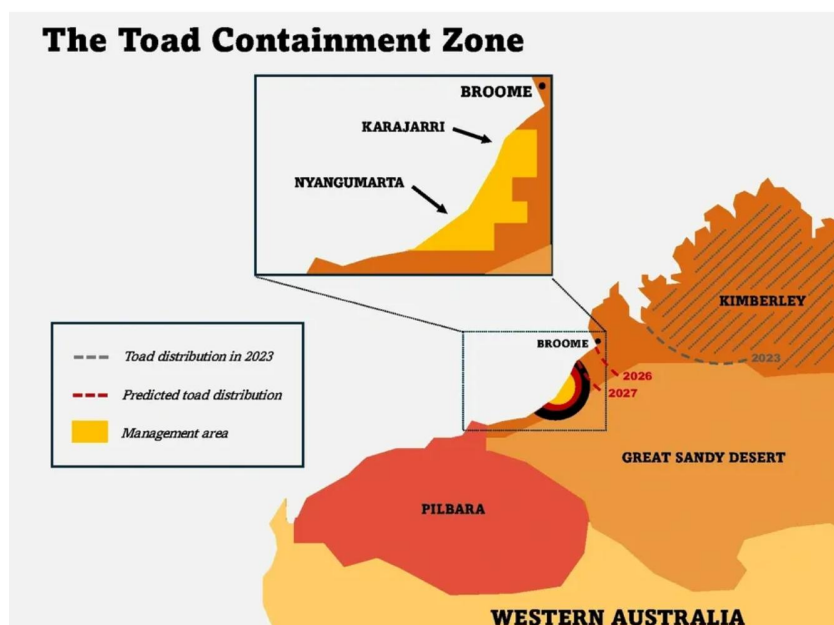
During December 2025 and January 2026, the Shire has engaged with staff from within the Minister for Local Government's office and the Department of Local Government, Industry Regulation and Safety. There was an acknowledgement that clarity was required, however nothing has formally been communicated to the industry.

The commencement of rating on several new workforce accommodation facilities including the MRL Ken's Bore Resort Camp has been delayed as a result. Continued lobbying will occur until this matter is resolved and it is hoped that this is received prior to the commencement of 2026/27 budget deliberations.

No other Strategic Risks have been assessed as needing to be re-rated at this stage.

A query at the last ARIC in December 2026 regarding SR13 and the impact that cane toads may have on the Pilbara, was referred to the Department of Biosecurity, Conservation and Attractions (DBCA). At present it is estimated that under a worst-case scenario without any mitigation measures cane toads would arrive in the Pilbara within 10 – 20 years.

The DBCA focus at present is on the Toad Containment Zone (TCZ) project which aims to establish a 150km long ‘toad containment zone’ which limits toad access to artificial waterpoints. The aim is to halt the progress south and force the species back to the northern parts of Australia. As the map below identifies, Western Australia has the advantage of the Great Sandy Desert being a natural barrier for such a containment line to be considered.



Further information regarding the TCZ project is available from the below link:

[Toadfree Zone](#)

Consultation

In accordance with the Procedure, the Director Corporate Services consulted with members of the Executive Leadership Team to ascertain if the level of strategic risk has changed.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Risk Management

The policy provides information and guidance regarding the management of risk to support the achievement of Shire’s strategic and operational objectives, protect staff and assets, and ensure financial sustainability.

Financial Implications

Current Financial Year

There is currently a delay in the processing/approval of new temporary workforce accommodation facilities. This has the potential for rate revenue in 2025/26 to be under that forecast. This will be further analysed during the mid-year budget review to be completed in February 2026 and presented to Council in March 2026.

Future Financial Year(s)

Rating of temporary workforce accommodation facilities currently has some uncertainty as a result of the current bill before parliament.

Legislative Implications

Not applicable

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Financial impact	Loss of rating revenue due to the amendment bill currently before parliament.	Possible (3)	Major (4)	High (10-16)	Advocacy ongoing with WALGA, Department and Ministers Office.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

Voting Requirements

Simple Majority

Audit, Risk and Improvement Committee Meeting Minutes

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Officer Recommendation

That the Audit, Risk and Improvement Committee recommends that Council receives the February 2026 Strategic Risk Review update as detailed in the body of the report.

Committee Decision

Moved Cr A Sullivan

Seconded Cr K Day

That the Audit, Risk and Improvement Committee recommends that Council receives the February 2026 Strategic Risk Review update as detailed in the body of the report.

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown APM

Against: Nil

Carried 5/0

6.5 Fraud and Corruption Control Plan

File Reference	CORP6
Applicant or Proponent(s)	Not Applicable
Author	J Bray, Manager Governance
Authorising Officer	D Kennedy, Director Corporate Services
Previous Meeting Reference	Ordinary Council Meeting 17 December 2019 - Item 9.3.2
Disclosure(s) of interest	Author – Nil
	Authorising Officer – Nil
Attachments	1. Proposed Fraud and Corruption Control Plan 2. Current Fraud and Corruption Control Plan

Report Purpose

The purpose of this report is to present a new Fraud and Corruption Control Plan (Attachment 1) for Council consideration.

Council is requested to adopt the proposed Fraud and Corruption Control Plan to replace the current plan (Attachment 2) endorsed on 17 December 2019.

Background

Council endorsed the current Fraud and Corruption Control Plan on 17 December 2019. The plan is due for review in accordance with the Shire’s new Fraud and Corruption Policy, which requires a biennial review to ensure the currency, effectiveness and alignment of fraud and corruption controls and applicable legislative requirements.

Since adoption of the current plan, there have been a number of changes to fraud and corruption risk management, updates to Public Sector Commission guidance, and internal operational changes.

Comments

The proposed Fraud and Corruption Control Plan has been developed based on identified fraud controls, external audit control testing results and recommended best practice controls from bodies such as the Office of the Auditor General. The potential for fraud and corruption across key operational and governance activities, including procurement, payroll, financial management, asset management, regulatory functions and information systems was considered in detail during the formulation of the Plan.

The new plan aligns with contemporary best practice and the Public Sector Commission’s Integrity Framework by focusing on the four key elements of fraud and corruption control:

- Prevention
- Detection
- Response
- Monitoring and Review.

Key enhancements in the proposed plan include:

- Clearer assignment of roles and responsibilities for prevention, detection and investigation.
- Strengthened reporting and escalation processes, including mandatory reporting obligations.
- Improved staff awareness and training requirements.
- Enhanced monitoring, review and reporting mechanisms to the Audit, Risk and Improvement Committee.

Adoption of the proposed plan will strengthen the Shire’s governance framework and demonstrate Council’s ongoing commitment to ethical conduct and accountability.

Consultation

The proposed plan was developed by an external consultant. Internal consultation was undertaken with the Executive Leadership Team, Manager Organisational Development and the Governance team during development of the proposed plan.

Strategic Community Plan

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

Council Policy

[Council Policies » Shire of Ashburton](#)

Council Policy – Fraud and Corruption reinforces the Shire’s commitment to prevent, detect and respond to allegations of fraud and corruption within the organisation and requires the preparation and biennial review of a Fraud and Corruption Control Plan.

Council Policy – Risk Management provides guidance regarding the management of risk to support the achievement of Shire’s strategic and operational objectives.

Financial Implications

Current Financial Year

Nil

Future Financial Year(s)

Nil

Legislative Implications

Implementation of the Fraud and Corruption Control Plan supports compliance with relevant legislation, including:

- *Corruption, Crime and Misconduct Act 2003*
- *Public Interest Disclosure Act 2003*
- *Local Government Act 1995.*

The plan also aligns with the Public Sector Commission guidance on integrity, conduct and accountability.

Risk Management

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Reputation (social/community)	Fraud and corruption risks are inadequately identified or managed, resulting in financial loss or reputational damage.	Possible (3)	Major (4)	High (10-16)	Adoption of an updated Fraud and Corruption Control Plan, staff training, periodic fraud risk assessments, clear reporting pathways and oversight by the Audit, Risk and Improvement Committee.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

Voting Requirements

Simple Majority

Officer Recommendation

That the Audit, Risk and Improvement Committee recommends that Council, endorses the updated Fraud and Corruption Control Plan, as detailed in Attachment 1.

Audit, Risk and Improvement Committee Meeting Minutes

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Committee Decision

Moved **SP A Smith**

Seconded **Cr A Sullivan**

That the Audit, Risk and Improvement Committee recommends that Council, endorses the updated Fraud and Corruption Control Plan, as detailed in Attachment 1.

For: **A Smith, L Rumble JP, A Sullivan, K Day and S Brown APM**

Against: **Nil**

Carried 5/0

7 New Business Of An Urgent Nature Introduced By Committee Decision

Nil

8 Confidential Matters

Committee Decision

Moved Cr K Day

Seconded SP A Smith

That Council move behind closed doors at 6:35pm, pursuant to clause 6.2 of the *Shire of Ashburton Standing Orders Local Law 2012* to consider the following confidential items.

8.1 Wittenoom Claims Update

Pursuant to sub section 5.23(2)(c) of the *Local Government Act 1995* which provides:

(b) the personal affairs of any person

For: A Smith, L Rumble JP, A Sullivan, K Day and S Brown APM

Against: Nil

Carried 5/0

