SHIRE OF CORRIGIN

Agenda Attachments

SEPTEMBER 2026

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MINUTES

ORDINARY COUNCIL MEETING

18 August 2026

The Ordinary Council Meeting for the Shire of Corrigin held on Tuesday 18 August 2026 in the Council Chambers, 9 Lynch Street, Corrigin commencing at 4.00pm.

Contents

1 DECLARATION OF OPENING

The President Cr. S Jacobs opened the meeting at 4:02pm and acknowledged the Noongar people as the traditional custodians of the land and paid respects to elders past and present as well as the pioneering families who shaped the Corrigin area into the thriving community we enjoy today.

Councillors, staff and members of the public were advised that the Council meeting was being recorded for future publication.

2 ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE

Shire President	Cr. S L Jacobs
Deputy President	Cr. M R Leach
Councillors	Cr. D L Hickey
	Cr. M B Dickinson
	Cr. H V Talbot
	Cr. W T E Dyer
	Cr. D L Smith
Chief Executive Officer	N A Manton
Deputy Chief Executive Officer	M T Henry
Executive Support Officer	J M Filinski

One member of the public

APOLOGIES

3 DECLARATIONS OF INTEREST

Cr. Dyer has declared an impartiality interest in item 8.2.3 – Business Assistance Grants as he is a relative to the owner of one of the businesses that has provided a quote for works.

4 PUBLIC QUESTION TIME

NIL

5 MEMORIALS

The Shire has been notified that Stuart Lockyer has passed away since the last Council Meeting.

6 PETITIONS/DEPUTATIONS/PRESENTATIONS/SUBMISSIONS

NIL

7 CONFIRMATION OF MINUTES

7.1 PREVIOUS COUNCIL MEETING

7.1.1 ORDINARY COUNCIL MEETING

Minutes of the Shire of Corrigin Ordinary Council meeting held on Tuesday 21 July 2026 (Attachment 7.1.1).

COUNCIL RESOLUTION
74/2026 Moved: Cr. Talbot Seconded: Cr. Leach
That the Minutes of the Shire of Corrigin Ordinary Council meeting held on Tuesday 21 July 2026 (Attachment 7.1.1) be confirmed as a true and correct record.

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

7.2 COMMITTEE MEETINGS

7.2.1 LOCAL EMERGENCY MANAGEMENT COMMITTEE

Minutes of the Local Emergency Management Committee meeting held on Monday 10 August 2026 (Attachment 7.2.1).

COUNCIL RESOLUTION
75/2026 Moved: Cr. Dickinson Seconded: Cr. Dyer
That Council receives and notes the Minutes of the Local Emergency Management Committee meeting held on Monday 10 August 2026 (Attachment 7.2.1).

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8 MATTERS REQUIRING A COUNCIL DECISION

8.1 CORPORATE AND COMMUNITY SERVICES

8.1.1 ACCOUNTS FOR PAYMENT

Applicant:	Shire of Corrigin
Date:	11/08/2026
Reporting Officer:	Tanya Ludlow, Finance / Human Resources Officer
Disclosure of Interest:	NIL
File Ref:	FM.0036
Attachment Ref:	Attachment 8.1.1 – Accounts for Payment – July 2026

SUMMARY
Council is requested to note the payments from the Municipal and Trust funds as presented in the Schedule of Accounts Paid for the month of July 2026.

BACKGROUND
This information is provided to Council monthly in accordance with provisions of the *Local Government Act 1995* Section 6.8 (2)(b) and *Local Government (Financial Management) Regulations 1996* Clause 13.

Accountability in local government can be multifaceted, as councils seek to achieve diverse social, political, and financial goals for the community benefit. The accountability principles of local government are based on strong financial probity, financial propriety, adherence to conflict of interest principles and expectations that local government is fully accountable for community resources.

All payments are independently assessed by the Deputy Chief Executive Officer, to confirm that all expenditure that has been incurred, is for the Shire of Corrigin and has been made in accordance with Council policy, procedures, the *Local Government Act 1995* and associated regulations. The review by the Deputy Chief Executive Officer also ensures that there has been no misuse of any corporate credit or fuel purchase cards.

COMMENT
Council has delegated authority to the Chief Executive Officer to make payments from the Shire's Municipal and Trust funds as required. A list of all payments is to be presented to Council each month and be recorded in the minutes of the meeting at which the list was presented.

STATUTORY ENVIRONMENT
S6.4 Local Government Act 1995, Part 6 – Financial Management
R34 Local Government (Financial Management) Regulations 1996

POLICY IMPLICATIONS
Policy 3.1 – Purchasing Policy
Policy 3.15 - Corporate Credit Cards

FINANCIAL IMPLICATIONS
Expenditure in accordance with the 2026/2027 Annual Budget.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.2	Long term financial plans are implemented and monitored to assist with the timing and achievement of our goals.
		4.1.3	Implement and monitor the annual budget to support timely progress toward strategic goals

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
76/2026 Moved: Cr. Leach **Seconded: Cr. Hickey**
That Council receives the list of accounts paid during the month of July 2026 as per the attached Schedule of Payment, and as summarised below:

Municipal Account (inclusive of credit card and fuel card purchases)		
EFT Payments	*EFT22845 – EFT22938*	*$444,960.57*
Direct Debit Payments		*$79,521.27*
EFT Payroll Payments		*$150,470.53*
Total Municipal Account Payments		***$674,952.37***
Trust Account		
EFT Payments	*EFT22843 – EFT22844*	*$90.90*
Total Trust Account Payments		***$90.90***
Licensing Trust Account		
Direct Debit Payments		*$70,209.25*
Total Licensing Trust Account Payments		***$70,209.25***
Total of all Accounts		***$745,252.52***

Carried 7/0
For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.1.2 MONTHLY FINANCIAL REPORT

Applicant:	Shire of Corrigin
Date:	13/08/2026
Reporting Officer:	Myra Henry, Deputy Chief Executive Officer
Disclosure of Interest:	NIL
File Number:	FM.0037
Attachment Ref:	Attachment 8.1.2 – Monthly Financial Report for the period ending 31 July 2026

SUMMARY

To present the Monthly Financial Report for the period ended 31 July 2026 in accordance with Regulation 34 of the Local Government (Financial Management) Regulations 1996.

BACKGROUND

The *Local Government (Financial Management) Regulations 1996*, regulation 34 states that a local government must prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget.

Variances between budgeted and actual expenditure including the required material variances (10% with a minimum value of $10,000) are included in the variance report.

COMMENT

The Shire is required to prepare the Statement of Financial Activity as per *Local Government (Financial Management) Regulation 34* but can resolve to have supplementary information included as required. All mandatory information is provided, and the closing surplus balances to the net current assets at 31 July 2026.

Key Points

- The July result shows a surplus after imposition of general rates of $8.39 million, which is $1.10 million above budget. This is mainly due to the opening surplus position being higher than budget while year-end accounting adjustments and the 2025/26 financial statements are still being finalised.
- Cash and investments total $9.70 million, comprising $4.91 million in unrestricted cash and $4.79 million held in reserves. This provides a solid cash position going into the new financial year.
- Operating expenditure is currently below budget, particularly in employee costs and materials and contracts, largely due to timing differences early in the financial year following adoption of the 2026/27 Budget.
- Capital projects and plant purchases are yet to significantly commence, with expenditure of $182 incurred against the annual capital program budget of $5.30 million. Works are expected to progress as the financial year advances.
- Annual rates were levied during July and collection activity has recently commenced. Non-rates receivables remain well managed, with the majority of outstanding balances current and no concerns regarding debt recovery

The July 2026 Monthly Financial Report incorporates all known transactions processed as at the report preparation date. As the 2025/26 Annual Financial Statements and audit process are still underway, some balances may be subject to adjustment and may change in future monthly reports following completion of year-end accounting processes and audit review.

Detailed Explanation

Item	Reference
Cash at Bank The total cash and investments as at 31 July 2026 was $9,695,160. This is made up of $4,908,094 in municipal funds and cash at bank, and $4,787,066 in reserve funds held in term deposits. This is down from $9,911,515 at 30 June 2026, a decrease of approximately $216,000. The reduction primarily reflects normal operating expenditure and creditor payments during the month, partially offset by the annual rates levy and grant funding received. Cash balances remain at a healthy level and continue to support the Shire's operational and capital requirements.	Page 10 – Cash and Financial Assets Page 11 – Reserve Accounts
Capital Acquisitions Capital expenditure has not yet materially commenced for the 2026/27 financial year, with expenditure of $182 incurred against an annual capital works and plant program budget of $5.30 million. The expenditure relates to preliminary costs associated with the Bilbarin Hall redevelopment project. The majority of capital projects and plant replacement purchases are scheduled to occur later in the financial year and are expected to progress following adoption of the 2026/27 Budget. Key projects include the redevelopment of the old tennis courts, road construction and renewal programs, plant replacement purchases and a number of building improvement projects. At this early stage of the financial year, no concerns are identified regarding delivery of the adopted capital program.	Page 12 – Capital Acquisitions Page 13 – Capital Acquisitions Continued Page 14 – Disposal of Assets
Receivables Annual rates were levied during July, resulting in rates receivables of $3.44 million at month end. Collection activity has only recently commenced and early indications are positive based on collection trends from previous years. Non-rates receivables total $435,638, with 97.4% of outstanding balances being current. Only 1.3% of receivables are outstanding for more than 90 days. At this stage there are no concerns regarding the recovery of outstanding debts, with receivables continuing to be actively monitored and managed.	Page 15 – Receivables
Closing Funding Surplus/(Deficit) The year-to-date actual closing funding surplus at 31 July 2026 is $8,389,190, compared to a budgeted surplus of $7,289,571, resulting in a favourable variance of $1,099,619. The closing surplus comprises net current assets of $12,933,840 less adjustments to net current assets of $4,544,650.	Page 5 – Note 2(a) Net current assets used in the Statement of Financial Activity.

Item	Reference
The favourable variance is primarily due to the opening funding surplus being higher than budget pending completion of year-end accounting adjustments and finalisation of the 2025/26 financial statements. In addition, operating expenditure is tracking below budget at this early stage of the financial year due to the timing of payroll allocations, purchases and works.	

The Shire's financial position remains sound at 31 July 2026, with cash and investments totalling $9.70 million, a closing funding surplus of $8.39 million, and a strong liquidity position at the commencement of the financial year. Operating expenditure is currently tracking below budget due to timing differences associated with payroll allocations, purchases and works early in the financial year.

Annual rates were levied during July and collection activity has recently commenced. Non-rates receivables remain well managed, with the majority of outstanding balances current and no concerns regarding debt recovery. Capital expenditure activity has also commenced as expected, with major projects and plant replacement purchases scheduled to progress throughout the 2026/27 financial year.

The primary variances from budget relate to the higher than budget opening funding surplus pending completion of year-end accounting adjustments and finalisation of the 2025/26 financial statements, together with the timing of operating expenditure early in the financial year.

Further information on the July 2026 financial position is contained within the explanation of material variances included in the Monthly Financial Report, refer page 6.

STATUTORY ENVIRONMENT
s. *6.4 Local Government Act 1995, Part 6 – Financial Management*
r. 34 Local Government (Financial Management) Regulations 1996
r. 35 Local Government (Financial Management) Regulations 1996

POLICY IMPLICATIONS
NIL

FINANCIAL IMPLICATIONS
Income and expenditure in accordance with the 2026/2027 Annual Budget.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.2	Long term financial plans are implemented and monitored to assist with the timing and achievement of our goals.
		4.1.3	Implement and monitor the annual budget to support timely progress toward strategic goals

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
77/2026 Moved: Cr. Smith **Seconded: Cr. Talbot**
That Council receives the Statement of Financial Activity for the month ending 31 July 2026, together with the accompanying financial position report and notes relating to material variances.
Carried 7/0
For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.2 GOVERNANCE AND COMPLIANCE
8.2.1 REVIEW OF THE SHIRE OF CORRIGIN LOCAL LAWS

Applicant:	Shire of Corrigin
Date:	5 August 2026
Reporting Officer:	Jarrad Filinski, Executive Support Officer
Disclosure of Interest:	NIL
File Number:	LE.0002
Attachment Reference:	Attachment 8.2.1 – Local Laws (Consolidated)

SUMMARY
Council is required to periodically review its local laws under section 3.16 of the *Local Government Act 1995*. Previously, local laws were required to be reviewed every eight years; however, legislative amendments have extended this period to fifteen years.

BACKGROUND
Section 3.16 of the *Local Government Act 1995* requires local governments to periodically review their local laws to determine whether each local law should be repealed, amended or remain unchanged.

Transitional provisions in the Local Government Act 1995 as amended in 2024 by clause 65 of Schedule 9.3 require local governments to review local laws that have not been reviewed within the eight (8) years prior to legislative amendments being made. This requirement does not apply to local laws already reviewed during that period.

These reviews must be completed by 7 December 2026. Local laws not reviewed by this date will lapse.

The most recent report into the review of the Shire of Corrigin local laws was accepted by Council at the Ordinary Council Meeting in September 2017.

The current Shire of Corrigin Local Laws and their date of gazettal are:

Local Law	Gazettal Date	Last Review Date
Pest Plants	30 July 1982	19 September 2017
Trading in Public Places	23 January 2001	19 September 2017
Standing Orders	23 January 2001	19 September 2017
Fencing	26 September 2003	19 September 2017
Health	11 October 2016	19 September 2017
Animals, Environment and Nuisance	6 December 2016	19 September 2017
Dogs	9 June 2021	Not reviewed
Bush Fire Brigades	31 May 2024	Not reviewed

While none of the Shire's current local laws are due for review under the new timeframe, it is considered appropriate for Council to undertake a review of all current local laws at this time. This will consolidate the Shire's active local laws into a single review process and align future review dates, providing a more efficient and consistent approach to future statutory reviews.

Copies of all current local laws have been provided to Council as Attachment 8.2.1 and can be found on the Shire of Corrigin website with the exception of the Townsite of Corrigin Local Law. The Townsite of Corrigin Local Law was made in 1961 to establish the gazetted townsite boundaries and was enacted by the Governor. As such, it is not considered necessary for review as part of this process.
.

During the 2017 review, Council resolved to repeal and make new Standing Orders and Fencing Local Laws. While the review process commenced, it was not progressed to completion due to organisational changes and turnover in senior staff, and the existing local laws therefore remain in force.

COMMENT
If Council determines it is necessary to repeal or amend the local law, the Local Government must commence the process of making a new repeal or amendment local law (outlined in section 3.12 of the Act) to implement any changes. This includes the requirement to conduct another local public notice process under section 3.12(3).

Although the 2017 review identified the Standing Orders and Fencing Local Laws for repeal and replacement, a preliminary assessment indicates that the existing Fencing Local Law remains suitable for its intended purpose and does not appear to require substantive amendment at this time.

In relation to the Standing Orders Local Law, updated model Standing Orders Local Laws are expected to be developed in the near future. Accordingly, it is considered appropriate to retain the current Standing Orders Local Law at this time and consider any future amendments once the updated model local law becomes available.

In accordance with section 3.16 (2) (c) of the *Local Government Act 1995*, the local government is required to give public notice of its intention to review its local laws and invite submissions from the public for a period of six weeks. Following the close of the submission period, a report on the outcome of the review will be presented to Council at the October Ordinary Council Meeting for consideration.

STATUTORY ENVIRONMENT
Local Government Act 1995
S 3.14. Commencement of local laws
A local law comes into operation on the 14th day after the day on which it is published in the Gazette or on such later day as may be specified in the local law.
s 3.15. Local laws to be publicized
A local government is to take reasonable steps to ensure that the inhabitants of the district are informed of the purpose and effect of all of its local laws.

3.16. Periodic review of local laws
(1) Within a period of 15 years after the day on which a local law commenced or a determination in respect of the local law was last made under subsection (4), as the case requires, a local government must carry out a review of the local law to determine whether it considers that the local law should be repealed, be amended or remain unchanged.
(2) The local government is to give local public notice stating that —
(a) the local government proposes to review the local law; and
(b) a copy of the local law may be inspected or obtained at any place specified in the notice; and
(c) submissions about the local law may be made to the local government before a day to be specified in the notice, being a day that is not less than 6 weeks after the notice is given.
(3) After the last day for submissions, the local government is to consider any submissions made and cause a report of the review to be prepared and submitted to its council.
(4) After the report has been submitted to its council, the local government must determine whether it considers that the local law should be repealed, be amended or remain unchanged. * Absolute majority required.*
(5) If no determination is made under subsection (4) within the applicable 15-year period under subsection (1), the local law is repealed at the end of that period.

(6) If a local law is repealed by subsection (5), the local government must, not later than 14 days after the end of the applicable 15-year period —
(a) give notice of the repeal to —
(i) the Departmental CEO; and
(ii) if a department of the Public Service other than the Department assists in the administration of an Act under which the local law was made — the chief executive officer of that other department; and
(b) publish notice of the repeal in the Gazette; and
(c) give local public notice of the repeal.
(7) If different provisions of a local law commenced on different days, the local law is taken, for the purposes of this section, to have commenced on the earliest of those days.
(8) This section does not apply to a local law if all it does is amend the text of, or repeal, a local law.

POLICY IMPLICATIONS
7.1 Community Engagement Policy
9.2 Bushfire Control

FINANCIAL IMPLICATIONS
Local Law review will need to go out for statewide public notice.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.2	Keep the community informed and seek their feedback	4.2.1	Improve regular communication and expand channels to inform our community of decisions, actions and opportunities for feedback

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
78/2026 Moved: Cr. Hickey **Seconded: Cr. Leach**
That Council in accordance with section 3.16 of the Local Government Act 1995, undertakes a review of the following local laws:
- *Pest Plants Local Law 1982 – 30/7/1982;*
- *Trading in Public Places Local Law 2001 – 23/1/2001;*
- *Standing Orders Local Law 2001 – 23/1/2001;*
- *Fencing Local Law 2003 – 26/9/2003;*
- *Health Local Law 2016 – 11/10/2016;*
- *Animals, Environment and Nuisance Local Law 2016 – 6/12/2016;*
- *Dogs Local Law 2021 – 9/6/2021*
- *Bush Fire Brigades Local Law 2024 – 31/5/2024;*

Carried 7/0
For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.2.2 WALGA AGM VOTING DELEGATES

Applicant:	Shire of Corrigin
Date:	12/08/2026
Reporting Officer:	Jarrad Filinski, Executive Support Officer
Disclosure of Interest:	NIL
File Ref:	GR.0022
Attachment Ref:	NIL

SUMMARY
Council is asked to confirm voting delegates for the WA Local Government Association (WALGA) Annual General Meeting to be held on Thursday 17 September 2026 at the Perth Convention and Exhibition Centre.

BACKGROUND
The WALGA Annual General Meeting (AGM) will be held as part of the WA Local Government Convention at the Perth Convention and Exhibition Centre on Thursday 17 September 2026, 2.30pm – 5:30pm.

All member local governments are entitled to be represented by two voting delegates. Only registered delegates are permitted to exercise voting entitlements on behalf of Council.

The meeting will address issues of interest to all local governments including policy issues, constitutional amendments and key focus areas for the Association.

COMMENT
WALGA permits local governments to nominate two voting delegates and two proxies.

In previous years the voting delegates for the Shire of Corrigin have been the President and Deputy President. To exercise the Shire's voting entitlement at the AGM, voting delegates must be registered with WALGA prior to commencement of the meeting. WALGA has requested that registrations be submitted by 5:00pm on Tuesday, 1 September 2026

Council Policy 2.5 – Elected Members Training, Professional Development, and Expenses Policy outlines the Shire President and Shire Deputy President will be the voting delegates at the WALGA AGM.

STATUTORY ENVIRONMENT
Local Government Act 1995 s.9.58.

POLICY IMPLICATIONS
Policy 2.5 Elected Members Training, Professional Development, and Expenses Policy

FINANCIAL IMPLICATIONS
A provision of $20,000 has been included in the 2026/27 budget for elected members to attend the WA Local Government Convention and other pre- approved conferences including registration, accommodation and travel expenses.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong governance and leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.4	Investigate shared services and resourcing through partnerships

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
79/2026 Moved: Cr. Hickey **Seconded: Cr. Smith**
That Council:
1. *appoints Cr Jacobs and Cr Leach as the Shire of Corrigin voting delegates and Cr Talbot and Cr Dickinson as proxy voting delegates for the 2026 WALGA Annual General Meeting.*
2. *authorise the appointed voting delegates and proxies to exercise the Shire of Corrigin's voting entitlements at the 2026 WALGA Annual General Meeting as they consider to be in the best interests of the Shire of Corrigin.*

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.2.3 BUSINESS ASSISTANCE GRANTS

Applicant:	Shire of Corrigin
Date:	13/08/2026
Reporting Officer:	Regan Chester, Administration Officer
Disclosure of Interest:	NIL
File Ref:	FM.0057
Attachment Ref:	Attachment 8.2.3 – Business Assistance Grant Applications

Cr. Dyer has declared an impartiality interest in this item as he is a relative to the owner of a business that has provided a quote for works. Cr. Dyer confirmed he can remain unbiased in making a decision.

SUMMARY
Council is requested to consider two applications received under the 2026/2027 Business Assistance Grant Program.

BACKGROUND
As part of its deliberations for the 2026/27 Annual Budget, Council endorsed funding for the Business Assistance Grant Program. The purpose of the program is to support local businesses undertaking projects that enhance streetscape, support community safety, and contribute to local economic development within the Shire of Corrigin.

The Business Assistance Grant Program includes three categories, Shopfront Improvement, Crime Prevention, and Place Activation, which provide funding to support community enhancement projects or programs.

Funding Application Overviews:
Applicant One
- Applicant Details: The McLeary Group Pty Ltd
- Trading as: Rejuvenate Corrigin
- Property Location: 14 Campbell Street, Corrigin
- Contact: Claire McLeary
- Project: Rejuvenate Corrigin Shopfront Improvement

Rejuvenate Corrigin operates as a locally owned hairdressing and wellness business in Corrigin. The business provides hairdressing, massage, reflexology and retail wellness to local residents and visitors. The applicant currently employs three local staff members and is committed to providing ongoing employment and training opportunities.

The applicant is requesting funding of $2,000 (ex GST) to assist with the upgrade of the public-facing salon and showroom area. This includes presentation improvements such a signage and display enhancements, activation of the showroom frontage, and the expansion of the salon area to accommodate additional hairdressing workstations.

The applicant has identified a number of future improvements for the business, however, stage 1 of the project will focus on external shopfront signage and façade enhancements designed to improve the visual presentation of the premises and contribute positively to the Campbell Street streetscape.

Applicant Two
- Applicant Details: The Mallee Tree Café & Gallery
- Trading as: The Mallee Tree Café
- Property Location: 11 Campbell Street, Corrigin

- Contact: Anne-Marie O'Donohue
- Project: Veranda Repairs

The Mallee Tree Café & Gallery was established by Anne-Marie O'Donohue in 2005. The applicant initially rented the business and six months into her lease brought the store outright. The applicant has 5 staff working at the café, where they deliver in-house and takeaway catering as a service for the community.

The applicant previously completed structural works to the building's veranda in 2022, which involved lifting the existing façade and installing structural poles.

Following the completion of these works, issues have arisen with stormwater drainage from the veranda. During periods of heavy rainfall, water leakage from the roof drainage system results in water falling at customer access areas, creating inconvenience for patrons and impacting the presentation of the premises.

The applicant is requesting funding of $2,000 (ex GST) to assist with undertaking repairs including the replacement of roofing sections, box gutters, and downpipes to rectify the existing water drainage issue.

Completion of these repairs will also enable the applicant to proceed with planned shopfront beautification works, including repainting the building façade and installing a new business sign that has already been purchased. These improvements are contingent on the completion of the drainage repairs to minimise the risk of damage to new infrastructure and to ensure safe installation conditions for contractors.

COMMENT
The Business Assistance Grant Program enables local businesses to apply for grants of up to $2,000 per application, subject to the availability of funds within the adopted budget. Funding is available for projects that align with one or more of the programs priority areas.

Both applications received by Rejuvenate Corrigin and The Mallee Tree Café & Gallery have been assessed as meeting the eligibility requirements of the Shopfront Improvement category.

Eligibility and assessment criteria and summary:

Eligibility/ Assessment Requirement	Meets Requirements	
	Rejuvenate Corrigin	The Mallee Tree Café
Applicant has an ABN	✓	✓
Applicant holds current liability insurance	✓	✓
Property owner consent obtained (if applicable)	✓	✓
Project complies with planning/ building regulations	✓	✓
No outstanding debt to the Shire	✓	✓
Acknowledgement of grant conditions	✓	✓

The applications submitted by the applicants have been assessed against the requirements of the Business Assistance Grant Program and are considered to meet the eligibility criteria for funding.

Both projects are consistent with the objectives of the program, as they will improve the presentation, functionality, and amenity of the streetscape. Accordingly, approval of both applications is recommended.

STATUTORY ENVIRONMENT
Local Government Act 1995
Local Government (Financial Management) Regulations 1996

POLICY IMPLICATIONS
3.9 Financial Assistance Programs

FINANCIAL IMPLICATIONS
Council has allocated a total of $20,000 in the 2026/27 budget for the financial year for the Business Assistance Grant Program. Approval of $4,000 (ex GST) for the applications can be accommodated within the adopted budget.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Community
Inclusive, healthy and resilient community

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
1.3	High Standard of community and recreation activities and facilities	1.3.6	Promote and deliver the Shire's Community Grant Scheme

Objective: Economy
A strong, diverse local economy

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
2.2	Improve the town central business district and housing options	2.2.1	Continue to develop the Main Street enhancement with the business community

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
80/2026 Moved: Leach **Seconded: Cr. Hickey**
That Council:
1. *Receives the applications submitted by Rejuvenate Corrigin and The Mallee Tree Café*
2. *Approves the allocation of $2,000 (ex GST) to Rejuvenate Corrigin under the 2026/27 Business assistance Grant Program – Shopfront Improvements priority area*
3. *Approves the allocation of $2,000 (ex GST) to The Mallee Tree Café under the 2026/27 Business Assistance Grant Program – Shopfront Improvements priority area*
4. *Both applicants note that:*
    a. *The grant is provided on a reimbursement basis only; and*
    b. *Payment will be made following completion of the works and submission of a completed acquittal form, proof of expenditure, and supporting documentation.*

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.2.4 LOCAL EMERGENCY MANAGEMENT RECOMMENDATION

Applicant:	Shire of Corrigin
Date:	11/08/2026
Reporting Officer:	Jarrad Filinski, Executive Support Officer
Disclosure of Interest:	NIL
File Ref:	ES.0003
Attachment Ref:	NIL

SUMMARY
Council is requested to consider a recommendation from the Local Emergency Management Committee (LEMC) to apply for funding through the 2027–29 Regional Airports Development Scheme (RADS) for animal exclusion fencing and a gate at the Corrigin Airport.

BACKGROUND
The Department of Transport and Major Infrastructure (DTMI) has opened applications for the 2027–29 RADS funding round.

More than $3.8 million is available through the funding round for airport infrastructure projects that improve regional air services and aviation safety. Funding is available for projects to be undertaken across the 2027-28 and 2028-29 financial years, with applications closing at 5:00pm WST on Friday 11 September 2026.

At its meeting held on 10 August 2026, LEMC considered potential emergency management projects suitable for funding through the RADS program and resolved to recommend that Council consider applying for funding for animal exclusion fencing and a gate at the Corrigin Airstrip.

COMMENT
The proposed animal exclusion fencing and gate would assist in improving safety at the Corrigin Airstrip by reducing the risk of animals accessing the runway.

The project would particularly support the safe operation of Royal Flying Doctor Service (RFDS) aircraft and reduce the need for runway inspections prior to aircraft landing.

Applications are required to be submitted through the DTMI Grants Management System by 11 September 2026. The RADS guidelines specify that applicants must not obtain or submit letters of support from the RFDS or Department of Fire and Emergency Services, as both organisations are represented on the RADS Consultative Committee and provide input directly through the assessment process.

STATUTORY ENVIRONMENT
NIL

POLICY IMPLICATIONS
NIL

FINANCIAL IMPLICATIONS
The financial implications will be dependent on the estimated project cost, funding sought through the RADS program and any required Shire contribution which is expected to be 50% of total project cost in the 2026/27 financial year.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Environment
Preservation of the natural environment for the benefit of current and future generations

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.4	Investigate shared services and resourcing through partnerships

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
81/2026 Moved: Cr. Dickinson Seconded: Cr. Talbot
That Council authorise the Shire of Corrigin to consider applying to the 2027–29 Regional Airports Development Scheme (RADS) funding round for animal exclusion fencing and gate to improve the airport safety for RFDS pilots and reduce need for runway inspections prior to landing.

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.2.5 COMMUNITY EMERGENCY SERVICES MANAGER MOU

Applicant:	Shire of Corrigin
Date:	13/08/2026
Reporting Officer:	Natalie Manton, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	ES.0034
Attachment Ref:	Attachment 8.2.5.1 CESM MOU Shires of Brookton Corrigin and Pingelly Attachment 8.2.5.2 CESM Business Plan

SUMMARY

Council is asked to endorse the revised Memorandum of Understanding (MOU) for a Community Emergency Services Manager (CESM) service shared with the Shires of Brookton and Pingelly.

BACKGROUND

The Shires of Brookton, Corrigin and Pingelly initially agreed to participate in a three year MOU agreement for the CESM position in 2020 based on the 60/40 funding model as offered by the DFES Commissioner. The MOU was revised in 2024 for a further three year term. The MOU and Business Plan have been reviewed an updated in line with the commencement of the new CESM who will be starting in the role in September 2026.

The CESM program has worked well over past six years and all three local governments are keen to see it continue. A revised draft MOU has been prepared by DFES and the Shire of Brookton as the host local government for a three year term with an option for a further three years.

The purpose of the MOU is to outline the roles and responsibilities of the local governments and the Department of Fire and Emergency Services (DFES) to manage the CESM role.

The CESM assists the Shire of Corrigin with the following tasks:

- enhanced capacity and capability of volunteers and provision of on-ground support to Incident Controller in response to emergency incidents
- deliver coordinated prevention programs to reduce the incidence of emergencies and improve the level of safety in the community.
- operate to a consistent set of protocols and equipment standards.
- provide efficient systems of communication between organisations at all levels to improve service delivery outcomes.
- promote and support volunteer organisational arrangements that combine the spirit of volunteerism to attract and retain members.
- provide and or coordinate the level of training to personnel, to ensure the competencies are appropriate to the risk level of emergencies to which volunteers will be required to respond.
- develop a partnership that will see a best practice approach to emergency service delivery implemented between the Shires and DFES
- enhance community ownership of fire prevention and preparedness programs and activities.

COMMENT

Emergency management and compliance requirements have increased in recent years and there are many areas where further support and assistance from the CESM is required.

The Shire of Brookton is willing to continue to host the position and cover the administration costs.

The current arrangement or the CESM to provide support to the Shire of Corrigin for three days per fortnight is expected to continue.

The CESM will be employed under the terms and conditions of the Shire of Brookton Enterprise Agreement and will operate under the supervision of the DFES Area Officer Narrogin West and the Shire of Brookton CEO.

STATUTORY ENVIRONMENT
Local Emergency Management Act 2005
s.39 Local Emergency Management Committees

POLICY IMPLICATIONS
9.3 Bushfire Control

FINANCIAL IMPLICATIONS
The Shire of Corrigin portion of the 40% financial contribution to the joint CESM position is approximately $20,000 per annum and this amount has been included in the Shire of Corrigin 2026/27 budget.

The Shire of Brookton provides primary office accommodation and employee administration support.

The Shire of Corrigin provides office space and occasionally covers the cost of accommodation in Corrigin.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Environment
Preservation of the natural environment for the benefit of current and future generations

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
3.2	Protect and use natural resources sustainably	3.2.1	Prepare the community and shire assets for more frequent natural disasters
		3.2.2	Manage weeds and pests, verge side vegetation and firebreaks

Objective: Community
Inclusive, healthy and resilient community

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
1.1	Access to key and enabling community infrastructure and services	1.1.2	Support initiatives to attract and retain emergency service volunteers

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
82/2026 Moved: Cr. Hickey Seconded: Cr. Smith
That Council:

1. *Endorse the Community Emergency Service Manager (CESM) Memorandum of Understanding between the Department of Fire and Emergency Services and the Shires of Brookton, Corrigin and Pingelly for a period of three years from the date of signing with an option of a further three year term.*

2. *Authorise the Chief Executive Officer to execute the document on behalf of the Shire of Corrigin subject to any minor variations.*

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.2.6 BUSHFIRE RISK MANAGEMENT PLAN UPDATE 2026

Applicant:	Shire of Corrigin
Date:	13/08/2026
Reporting Officer:	Natalie Manton, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	ES.0023
Attachment Ref:	Attachment 8.2.6.1 - BRM Plan 2 Year Process Attachment 8.2.6.2 - BRM Plans General Update 2025 Attachment 8.2.6.3 - Shire of Corrigin Draft BRM Plan 2026

SUMMARY
Council is asked to endorse the updated draft Shire of Corrigin Bushfire Risk Management Plan (BRM Plan), which has been reviewed in accordance with the 2-Year Bushfire Risk Management Plan Review Process and the BRM Plans – General Update (November 2025)

BACKGROUND
The previous Shire of Corrigin Bushfire Risk Management Plan was endorsed by Council in November 2022 for the period 2022–2027.

In accordance with the requirements of the State Hazard Plan – Fire, local governments are required to maintain a current and endorsed Bushfire Risk Management Plan to strategically identify, assess and treat bushfire risk across all land tenures within the district using a multi-agency approach.

From May 2026, local governments were required to transition to a two-year review cycle for Bushfire Risk Management Plans. This revised process focuses on confirming the currency and accuracy of the plan and requires updates only where there have been changes to the local bushfire risk context. The process is intended to streamline plan maintenance and reduce administrative burden while maintaining an appropriate level of risk assurance.

The Community Emergency Services Manager (CES) has completed the required 2-Year BRM Plan Review Checklist, reviewed and updated the BRM Plan where necessary, and ensured that associated Bushfire Risk Management System (BRMS) data remains current.

A draft BRM Plan has been completed outlining a strategy to reduce bushfire related risk across all land tenures within the district. A copy of the draft plan is provided for Council consideration in Attachment 8.2.6.3

COMMENT
The Office of Bushfire Risk Management (OBRM) advised the Shire of Corrigin on 17 October 2022 that the previous BRM Plan met the standards of the Bushfire Risk Management Planning – Guidelines for Preparing a Bushfire Risk Management Plan. The revised draft BRM Plan includes update information based on the original approved plan.

The updated Bushfire Risk Management Plan has been reviewed in accordance with:
- the Procedure for Completing a 2-Year Bushfire Risk Management Plan Review (November 2025); and
- the BRM Plans – General Update (November 2025) issued by the Office of Bushfire Risk Management.

The review confirmed that the plan remains a current and accurate representation of the Shire's bushfire risk context. Minor updates were completed where required to ensure alignment with contemporary guidance, data accuracy, and current treatment strategies.

Endorsement of the updated BRM Plan by Council confirms the Shire's ongoing commitment to working collaboratively with landowners and other agencies to manage bushfire risk within the district. Council endorsement also satisfies the local government obligations under the State Hazard Plan – Fire and supports continued eligibility for bushfire mitigation funding programs administered by the State.

Following Council endorsement, the updated plan and completed review checklist will be submitted to OBRM via the BRM Planning Portal to maintain plan endorsement.

STATUTORY ENVIRONMENT
Emergency Management Act 2005 s20(4)
State Hazard Plan Clause 2.2.8

POLICY IMPLICATIONS
Shire of Corrigin Bushfire Policies and Procedures

FINANCIAL IMPLICATIONS
The cost of updating the BRM Plan by the Community Emergency Services Manager (CESM) is included in the 2025/26 budget.

Updating the BRM Plan allows the Shire of Corrigin to apply for bushfire risk mitigation funding for 2026/27 financial year.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Environment
Preservation of the natural environment for the benefit of current and future generations

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
3.2	Protect and use natural resources sustainably	3.2.1	Prepare the community and shire assets for more frequent natural disasters
		3.2.2	Manage weeds and pests, verge side vegetation and firebreaks

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
83/2026 Moved: Cr. Smith Seconded: Cr. Dyer
That Council endorse the Shire of Corrigin Bushfire Risk Management Plan 2026 completed in accordance with the Department of Fire and Emergency Services 2-Year Bushfire Risk Management Plan Review Process and the Bushfire Risk Management Plans – General Update (November 2025), as provided in Attachment 8.2.6.3.

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

8.3 WORKS AND SERVICES

8.3.1 TENDER - BULLARING GORGE ROCK ROAD INTERSECTION

Applicant:	Shire of Corrigin
Date:	11/08/2026
Reporting Officer:	Natalie Manton, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	FM.0445
Attachment Ref:	Attachment 8.3.1 – Tender Evaluation Report

COUNCIL RESOLUTION
84/2026 Moved: Cr. Leach Seconded: Cr. Talbot
That council close the meeting to the public to deal with the tendered price in the confidential tender evaluation report under section 5.23(4)(c) of the Local Government Act 1995.
Carried 7/0
For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

One member of the public left the room at 4:22pm

SUMMARY
This item advises Council of the submissions received in response to Request for Quote (RFQ) 21-2026, Bullaring Gorge Rock Road Rabbit Proof Fence Road Intersection Upgrade.

BACKGROUND
The Shire of Corrigin secured $645,000 in State Black Spot funding to improve the safety of the Rabbit Proof Fence Road and Bullaring Gorge Rock Road intersection, which has a history of crashes, near misses and ongoing community concern.

The budgeted value of the work required to be completed by external contractors is expected to be over the $250,000 expenditure threshold for tenders and therefore it was necessary to call for tenders. The Shire of Corrigin Purchasing Policy provides an exemption to publicly invite tenders where the purchase is obtained from a pre-qualified supplier under the WALGA Preferred Supply Program.

The Request for Quote (RFQ) was sent to 12 suppliers on the WA Local Government (WALGA) Preferred Supplier Panel (PSP009) on 19 June 2026 based on the Road Design Safety Report and design provided by Porter Consulting Engineers. The original deadline for submissions was extended from 20 July 2026 to 27 July 2026 following clarification of some technical matters and minor amendments to the project documentation.

Three conforming submissions were received and subsequently evaluated against the criteria outlined in the RFQ documentation.

The prices for the intersection upgrade varied considerably with the difference between the highest quote and the lowest quote being $1,065,000.

The responses were evaluated against pre-determined selection criteria by a panel comprising Natalie Manton, Chief Executive Officer and Terry Barron, Manager of Works and Garrick Yandle, Project Consultant.

Evaluation Criteria

Item No	Description	Weighting
1	Tendered Price(s)	40%
2	Road Construction Experience with similar projects	20%
3	Demonstrated Understanding	15%
4	Availability and Timeliness	15%
5	Regional Price Preference	10%

A summary report of the responses is included in Attachment 8.3.1

All three submissions were professional, detailed and addressed the selection criteria. The responses all demonstrated extensive road construction experience and provided evidence of successful delivery of projects similar in scope and complexity.

No concerns were identified regarding experience, references, insurances or previous project performance. All contractors demonstrated a good understanding of the project and had the necessary plant, equipment, personnel and technical expertise to successfully deliver the proposed works.

The tendered prices were all significantly higher than the current budget allocation.

COMMENT

The original project delivery was expected to be completed in the 2025/26 financial year. The funding requirement to stage the project over two years may have contributed to the increases in market construction costs. The prices received reflect the current challenges of delivering road construction projects in regional Western Australia including labour, fuel, traffic management, material supply and project timing.

Based on the submissions received, the project cannot be delivered within the approved budget allocation. The project scope, construction methodology and timing will need to be reviewed before the project is re-advertised. A variation to the project budget will also be required to increase the available funding and enable the intended road safety outcomes to be delivered within a realistic budget.

STATUTORY ENVIRONMENT

Local Government Act 1995:

S5.23 Meetings generally open to public

(1) The following are to be open to members of the public —

(a) all council meetings;

(b) all meetings of a committee.

(4) Despite subsection (1), if any of the following information is to be dealt with at a meeting, the council or committee may close the meeting to members of the public to the extent necessary to ensure that the information is dealt with at the meeting on a confidential basis —

(c) information contained in a tender received by the local government for a contract to the extent that the information —

(i) is a tendered price; or

(ii) a tendered methodology for calculating a price;

s.3.57 Tenders for providing goods or services

Local Government (Functions and General) Regulations 1996:

r.11 When tenders have to be publicly invited

(2) Tenders do not have to be publicly invited according to the requirements of this Division if —

(b) the supply of the goods or services is to be obtained through the WALGA Preferred Supplier Program;

r.18 Rejecting and accepting tenders
The CEO has delegated authority from Council to invite, evaluate, seek clarification or decline any tender with the following conditions:
b. Tenders may only be called where there is an adopted budget for the proposed goods or services, with the exception being in the period immediately prior to the adoption of a new Annual Budget and where the:

- *value of the proposed new contract has been included in the draft Annual Budget proposed for adoption*

POLICY IMPLICATIONS
3.1 Purchasing Policy
Purchasing that exceeds $250,000 in total value (excluding GST) must be put to public tender when it is determined that a regulatory tender exemption, as stated under 3.6 of this policy is not deemed to be suitable.

3.6 Tendering Exemptions
An exemption to publicly invite tenders may apply in the following instances:

- the purchase is obtained from a pre-qualified supplier under the WALGA Preferred Supply Program or State Government Common Use Arrangement.

FINANCIAL IMPLICATIONS
The tendered prices all exceed the estimated cost of the intersection upgrade that was included as part of the capital expenditure in 2026/27 annual budget.

The 2026/27 Budget contains provision for $529,326 for upgrade of the Bullaring Gorge Rock Road, Rabbit Proof Fence Road Intersection. Funding of $346,884 from State Blackspot Program and $182,442 contribution from Shire of Corrigin.

A portion of this funding is set aside for a final safety audit before re-opening the road following the intersection upgrade.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035

Objective: Economy
Desired Outcome: A strong, diverse local economy

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
2.1	Road network is safe, well maintained and capable of the freight task	2.1.1	Continue to deliver the Road Management Program with a view to improve maintenance of gravel roads, in line with Council's adopted road hierarchy and long term road construction and maintenance plans

VOTING REQUIREMENT
Simple Majority

COUNCIL RESOLUTION
85/2026 Moved: Cr. Dickinson **Seconded: Cr. Talbot**
That Council:

1. *Reject all quotations received for RFQ 21-2026 Bullaring Gorge Rock Road / Rabbit Proof Fence Road Intersection Upgrade as all submissions exceed the approved project budget allocation.*

2. *Support a revision of the project scope, delivery options, timing and obtaining additional funding to enable delivery of the Bullaring Gorge Rock Road / Rabbit Proof Fence Road Intersection Upgrade.*

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

COUNCIL RESOLUTION
86/2026 Moved: Cr. Hickey **Seconded: Cr. Smith**
That council reopen the meeting to the public

Carried 7/0

For: Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Dyer, Cr. Talbot & Cr. Smith
Against: Nil

One Member of the public re-entered the room at 4:26pm

9 CHIEF EXECUTIVE OFFICER REPORT

The Chief Executive Officer report was provided to Council during the Discussion Forum

10 PRESIDENT'S REPORT

The President gave an overview of meetings and events attended.

11 COUNCILLORS' QUESTIONS, REPORTS AND INFORMATION ITEMS

Cr. Hickey gave an overview of the WALGA Central Country Zone meeting attended.

Cr. Smith gave an overview of Roe Tourism meeting attended.

Cr. Dyer gave an overview of lessons learned during Audit, Risk and Improvement Committee training held at the Shire of Corrigin, presented by WALGA.

Cr. Leach congratulated DCEO M Henry on being awarded a WALGA Future Leaders Scholarship.

12 URGENT BUSINESS APPROVED BY THE PRESIDENT OR DECIDED BY THE COUNCIL

13 INFORMATION BULLETIN

14 WALGA AND CENTRAL ZONE MOTIONS

15 NEXT MEETING

Ordinary Council Meeting 15 September 2026 at 4pm.

16 MEETING CLOSURE

The President, Cr. S Jacobs closed the meeting at 4:45pm.

M I N U T E S

AUDIT, RISK AND IMPROVEMENT
COMMITTEE MEETING

Tuesday 8 September 2026

6:00pm

Council Chambers

TERMS OF REFERENCE

1.0 INTRODUCTION
The Council of the Shire of Corrigin (hereinafter called the Council) hereby establishes a committee under the powers given in *Section 5.8* and *Section 7.1 A* of the *Local Government Act 1995*, *Local Government Amendment Act 2024* and *Audit Regulations*, such committee to be known as the Audit, Risk and Improvement Committee, (hereinafter called the Committee). The Council appoints to the Committee those persons whose names appear in Section 5.0 below.

Membership of the Committee shall, unless otherwise specified, be for a term ceasing at the date of the Local Government election in the year the Shire's local government elections are held, after which time the Council may appoint members for a further term. The Committee shall act for and on behalf of Council in accordance with provisions of the *Local Government Act 1995*, and associated regulations, local laws and policies of the Shire of Corrigin and this Instrument.

2.0 NAME
The name of the Committee shall be the Audit, Risk and Improvement Committee.

3.0 ROLE
The Committee's role is to report to Council and provide appropriate advice and recommendations on matters relevant to its objectives to facilitate decision-making by Council in relation to the discharge of its responsibilities.

4.0 OBJECTIVES OF THE COMMITTEE
4.1 To provide guidance and assistance to the Council in:

a) carrying out its audit functions under Part 7 of the *Local Government Act*.
b) the development of a process to be used to select and appoint an auditor.
c) determining the scope and content of the external and internal audit and advising on the general financial management of the Shire.
d) overseeing the audit process and meeting with the external auditor after each visit to discuss management issues and monitoring administration's actions on, and responses to, any significant matters raised by the auditor.
e) evaluating and making recommendations to Council on internal and external audit reports prior to them being presented to Council.
f) receiving and verifying the annual Local Government Statutory Compliance Return.
g) review reports provided by the CEO on the Shire's systems and procedures in relation to:
    i. financial management; and
    ii. legislative compliance; and
    iii. risk management;

at least once every four years and report to Council the results of that review. Ref: *Functions of Audit Committees (Audit Regulations).*

4.2 To advise Council on significant high level strategic risk management issues related to the Shire of Corrigin including issues involving:

a) the community;
b) the workforce;
c) vehicles and plant;
d) buildings and similar property;
e) revenue streams;
f) legal liability;

g) electronically stored information;
h) environmental impact;
i) fraud; and
j) reputation.

5.0 MEMBERSHIP
The Committee shall consist of all Councillors. Additionally up to two independent members with expertise in financial or legal matters will provide additional independent external advice to the Committee. The external independent persons will have senior business, legal or financial management/reporting knowledge and experience, and be conversant with the financial and other reporting requirements.

Appointments of external consultants shall be made by the CEO following a decision of Council and the allocation of sufficient funds to provide consultation fees using relevant professional fee schedules. No member of staff including the CEO is to be a member of the Committee, but the CEO may participate as Council's principal advisor, unless expressly excluded by resolution of the Committee.

6.0 PRESIDING MEMBER
The Council must appoint a Presiding Member, a Deputy of the Presiding Member, and may, at its discretion, appoint a Deputy Presiding Member. Presiding members cannot be members of the Council or shire staff.

The Presiding Member shall ensure that minutes of the proceedings are kept and that business is conducted in accordance with the Shire of Corrigin Standing Orders (Local Law).

The *Local Government Act 1995* places responsibility for speaking on behalf of Council with the President, or the CEO if the President agrees. The Presiding Member if different from the President is to refrain from speaking publicly on behalf of the committee or Council, or to issue any form of written material purporting to speak on behalf of the committee or Council without the prior approval of the President.

7.0 CONDUCT OF MEETINGS
The Committee shall meet at least three times per year. A schedule of meetings will be developed and agreed to by the members. As an indicative guide, meetings would be arranged to coincide with relevant Council reporting deadlines, for example in February to discuss the Statutory Compliance Return, in July to discuss the year's financial performance and to discuss the annual audit program and in November to discuss the Annual Financial Report. Additional meetings shall be convened at the discretion of the Presiding Member.

Any three members of the Committee collectively or the internal or external auditor themselves may request the Presiding Member to convene a meeting. Urgent matters which may arise should be referred directly to Council through the monthly meetings or to a Special Council meeting.

7.1 Notice of meetings shall be given to members at least three days prior to each meeting.
7.2 The Presiding Member shall ensure that detailed minutes of all meetings are kept and shall, not later than five days after each meeting, provide Council with a copy of such minutes. Council shall provide secretarial and administrative support to the Committee.
7.3 All members of the Committee shall have one vote. If the vote of the members present is equally divided, the person presiding must cast a second vote.
7.4 The Chief Executive Officer should attend all meetings, except when the Committee chooses to meet in camera with the exclusion of the CEO.
7.5 Representatives of the external auditor should be invited to attend at the discretion of

the Committee but must attend meetings either in person or by telephone link up considering the draft annual financial report and results of the external audit.

7.6 The internal auditor or representative shall be invited to attend meetings, at the discretion of the Committee, to consider internal audit matters.

8.0 QUORUM

A quorum for a meeting shall be at least 50 percent of the number of members, whether vacant or not. A decision of the Committee does not have effect unless a simple majority has made it.

9.0 DELEGATED POWERS

The Committee has no delegated powers under the *Local Government Act 1995* and is to advise and make recommendations to Council only.

The Audit, Risk and Improvement Committee is a formally appointed committee of Council and is responsible to that body.

The Audit, Risk and Improvement Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and is therefore independent of management.

The following guidelines are to provide further direction from Council for the operation of the Committee:

9. 1 External Audit

The Committee shall:

- Liaise with the Office of the Auditor General regarding the appointment of a suitable Auditor.
- Prior to appointment, discuss the scope of the audit and any additional procedures required from the external auditor. Invite the external auditor to attend audit committee meetings to discuss the audit results and consider the implications of the external audit findings.
- Inquire of the auditor if there have been any significant disagreements with management and whether they have been resolved.
- Monitor management responses to the auditor's findings and recommendations.
- Review the progress by management in implementing audit recommendations and provide assistance on matters of conflict.
- Provide a report and recommendations to Council on the outcome of the external audit.

9.2 Co-ordination of Auditors

The Committee shall:

- Oversee the work of the internal audit function to facilitate co-ordination with the external auditor.
- Meet periodically with the Chief Executive Officer, senior management staff and internal and external auditors to understand the organisation's control environment and processes.

9.3 Duties and Responsibilities

The following duties and responsibilities of the Committee will include:

i. To review the scope of the internal audit plan and program and the effectiveness of the function. This review should consider whether, over a period of years the internal audit plan systematically addresses:

- internal controls over significant areas of risk, including non-financial management control systems.
- internal controls over revenue, expenditure, assets and liability processes;
- the efficiency, effectiveness and economy of significant Council programs; and
- compliance with regulations, policies, best practice guidelines, instructions and contractual arrangements.

ii. Review the appropriateness of special internal audit assignments undertaken by internal audit at the request of Council or Chief Executive Officer.
iii. Review the level of resources allocated to internal audit and the scope of its authority.
iv. Review reports of internal audit and the extent to which Council and management react to matters raised by internal audit, by monitoring the implementation of recommendations made by internal audit.
v. Facilitate liaison between the internal and external auditor to promote compatibility, to the extent appropriate, between their audit programs.
vi. Critically analyse and follow up any internal or external audit report that raises significant issues relating to risk management, internal control, financial reporting and other accountability or governance issues, and any other matters relevant under the Committee's terms of reference.
vii. Review management's response to, and actions taken as a result of the issues raised.
viii. Monitor the risk exposure of Council by determining if management has appropriate risk management processes and adequate management information systems.
ix. Monitor ethical standards and related party transactions by determining whether the systems of control are adequate.
x. Review Council's draft annual financial report, focusing on:
    - accounting policies and practices.
    - changes to accounting policies and practices.
    - the process used in making significant accounting estimates.
    - significant adjustments to the financial report (if any) arising from the audit process.
    - compliance with accounting standards and other reporting requirements.
    - significant variances from prior years.

xi. Recommend adoption of the annual financial report to Council. Review any significant changes that may arise subsequent to any such recommendation but before the financial report is signed.
xii. Discuss with the external auditor the scope of the audit and the planning of the audit.
xiii. Discuss with the external auditor issues arising from the audit, including any management letter issued by the auditor and the resolution of such matters.
xiv. Review tendering arrangements and advise Council.
xv. Review the annual performance statement and recommend its adoption to Council.
xvi. Review issues relating to national competition policy, financial reporting by Council business units and comparative performance indicators.
xvii. Identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the internal auditor and the Council if appropriate. Oversee any subsequent investigation, including overseeing of the investigation of any suspected cases of fraud within the organisation.
xviii. Monitor the progress of any major lawsuits facing the Council.
xix. Address issues brought to the attention of the Committee, including responding to requests from Council for advice that are within the parameters of the Committee's terms of reference.

xx. Report to Council after each meeting, in the form of minutes or otherwise, and as necessary and provide an annual report to Council summarising the activities undertaken during the year.

xxi. The Committee in conjunction with Council and the Chief Executive Officer should develop the Committee's performance indicators.

xxii. The Committee, through the Chief Executive Officer and following authorisation from the Council, and within the scope of its responsibilities, may seek information or obtain expert advice on matters of concern.

xxiii. Advise Council on significant risk management issues related to the Shire of Corrigin including major issues involving:

- The Community;
- The Workforce;
- Vehicles and Plant;
- Buildings and Similar Property;
- Revenue Streams;
- Legal Liability;
- Electronically Stored Information;
- Environmental Impact;
- Fraud; and
- Reputation.

xxiv. Review reports on the appropriateness and effectiveness of the Shire's systems and procedures in relation to:

- risk management;
- internal control; and
- legislative compliance

and report to Council.

9.4 Reporting Powers

The Committee:

- Shall report to Council and provide recommendations on matters pertaining to its terms of reference by assisting elected members in the discharge of their responsibilities for oversight and corporate governance of the local government.
- Does not have executive powers or authority to implement actions in areas that management has responsibility.
- Is independent of the roles of the Chief Executive Officer and his senior staff as it does not have any management functions.
- Does not have any role pertaining to matters normally addressed by the Local Emergency Management Committee and Council in relation to financial management responsibilities in relation to budgets, financial decisions and expenditure priorities.
- Is a separate activity and does not have any role in relation to day-to-day financial management issues or any executive role or power.
- Shall after every meeting forward the minutes of that meeting to the next Ordinary meeting of the Council, including a report explaining any specific recommendations and key outcomes.
- Shall report annually to the Council summarising the activities of the Committee during the previous financial year.

10.0 TERMINATION OF COMMITTEE
Termination of the Committee shall be:

a) in accordance with the *Local Government Act 1995*; or
b) at the direction of the Council.

11.0 AMENDMENT TO THE INSTUMENT OF APPOINTMENT AND DELEGATION
This document may be altered at any time by the Council.

12.0 COMMITTEE DECISIONS
The Committee recommendations are advisory only and shall not be binding on Council.

13.0 CONFLICTS OF INTEREST
Members of the Audit, Risk and Improvement Committee are required to disclose all conflicts of interest and may not be eligible to vote on a matter, depending on the nature of the conflict.

14.0 CONFIDENTIALITY
All Committee members are expected to be aware of their responsibilities regarding the confidentiality of information about Council affairs.

15.0 REMUNERATION
External members appointed under the terms of reference are eligible for a per-meeting fee up to the maximum determined by the Salaries and Allowances Tribunal.

1 DECLARATION OF OPENING

The Presiding member, J Mason opened the meeting at 6.00pm

2 ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE

Presiding Member	J Mason
Deputy of the Presiding Member	L Baker (via Teams)
Shire President	Cr. S Jacobs
Deputy President	Cr. M Leach
Councillors	Cr. D Hickey
	Cr. H Talbot
	Cr. M Dickinson
	Cr. D Smith
	Cr. W Dyer
Chief Executive Officer	N Manton (via Teams)
Deputy Chief Executive Officer	M Henry

APOLOGIES

NIL

3 DECLARATIONS OF INTEREST

NIL

4 PUBLIC QUESTION TIME

NIL

5 CONFIRMATION AND RECEIPT OF MINUTES

5.1 CONFIRMATION AUDIT AND RISK MANAGEMENT COMMITTEE MEETING

COMMITTEE'S RESOLUTION

Moved: Cr Talbot **Seconded: Cr Dyer**

That the Minutes of the Audit, Risk and Improvement Committee meeting held on Monday 13 April 2026 (Attachment 5.1) be confirmed as a true and correct record.

Carried 9/0

For: J Mason, L Baker, Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Talbot, Cr. Smith & Cr. Dyer

Against: Nil

6 REPORTS

Local Government Financial Audit Results

The Auditor-General 2025 report reveals improved compliance, with 138 of 147 entities meeting reporting deadlines and 136 receiving clear audit opinions.

However, administrative accuracy remains an issue, as one-third of councils required five or more corrections to their paperwork before finalisation.

Separately, the report highlights growing financial strain across the sector, with rising costs making it harder for councils to cover their short-term bills.

The full report can be read here: Financial Audit Results

COMMITTEE'S RESOLUTION

Moved: Cr Hickey **Seconded: Cr Jacobs**

That the Audit, Risk and Improvement Committee receive and note the report on Local Financial Audit Results.

Carried 9/0

For: J Mason, L Baker, Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Talbot, Cr. Smith & Cr. Dyer
Against: Nil

7 MATTERS REQUIRING A COMMITTEE DECISION

7.1 RISK MANAGEMENT FRAMEWORK REVIEW

Applicant:	Shire of Corrigin
Date:	14/08/2026
Reporting Officer:	Natalie Manton, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	RM.0014
Attachment Ref:	Attachment 7.1 – Corrigin Risk Management Framework

SUMMARY
This report seeks the endorsement of the revised Risk Management Framework.

BACKGROUND
The Shire of Corrigin Risk Management Framework includes the Risk Management Policy and the document provided in Attachment 7.1. It sets out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks.

The Risk Management Framework provides a documented, structured and systematic process that is appropriate for the size and complexity of the Shire to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives is understood

The Risk Framework requires regular reviews to ensure it is appropriate to the current organisational structure and legislative requirements.

The procedure assists in the appropriate governance of risk management within the Shire by providing:

- transparency of decision making.
- clear identification of the roles and responsibilities of the risk management functions.
- an effective governance structure to support the Risk Framework.

The Risk Management Policy was last reviewed as part of the annual review of policies conducted at the Ordinary meeting of Council October 2025.

COMMENT
The Risk Management Framework is to be reviewed at least every 18 months.

Adoption of this revised procedure will assist in compliance with Regulation 17 of the *Local Government (Audit) Regulations 1996*.

STATUTORY ENVIRONMENT
Local Government (Audit) Regulations 1996.
r17 CEO to review certain systems and procedures

(1) The CEO is to review the appropriateness and effectiveness of a local government's systems and procedures in relation to the following matters –
(a) financial management;
(b) legislative compliance;
(c) risk management.

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

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

POLICY IMPLICATIONS
4.1 Risk Management Policy

FINANCIAL IMPLICATIONS
The cost of reviewing the Risk Management Framework is included in the annual budget.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.1	Investigate the best option and budget for financial management systems for effective governance and administration of Council
		4.1.5	Continue to implement, monitor and report against the Integrated Planning and Reporting milestones

VOTING REQUIREMENT
Simple Majority

COMMITTEE'S RESOLUTION
Moved: Cr Leach **Seconded: Cr Smith**
That the Audit, Risk and Improvement Committee recommend Council endorse the Risk Management Framework Review.

Carried 9/0

For: J Mason, L Baker, Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Talbot, Cr. Smith & Cr. Dyer
Against: Nil

7.2 INTERNAL AUDIT – RISK MANAGEMENT REVIEW

Applicant:	Shire of Corrigin
Date:	17/08/2026
Reporting Officer:	Natalie Manton, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	RM.0006
Attachment Ref:	Attachment 7.2 – Risk Dashboard

SUMMARY
This Internal Audit – Risk Management Review report seeks to provide an update on the assessment, impact and controls to mitigate risks using a risk management tool.

BACKGROUND
The latest review of the Risk Management Framework was adopted by Council on 18 March 2025. The Risk Management Framework document outlines the commitment and objectives regarding managing risk that may impact the Shire's strategies, goals or objectives.

The Risk Management Review Dashboard summarises the following risks:

- Asset Sustainability Practices
- Business and Community Disruption
- Compliance Requirements
- Document Management Processes
- Employment Practices
- Engagement Practices
- Environment Management
- Errors, Omissions and Delays
- External theft and fraud
- Management of Facilities/Venues and Events
- IT Communication systems
- Misconduct
- Project/ Change Management
- Safety and Security practices
- Supplier Contract management

COMMENT
Internal risk management reviews are completed twice per annum with the previous report in April 2026.

STATUTORY ENVIRONMENT
Local Government (Audit) Regulations 1996
Section 17 CEO to review certain systems and procedures

POLICY IMPLICATIONS
4.1 Risk Management Policy

FINANCIAL IMPLICATIONS
The cost of conducting the internal risk review is included in the annual budget.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.1	Investigate the best option and budget for financial management systems for effective governance and administration of Council
		4.1.5	Continue to implement, monitor and report against the Integrated Planning and Reporting milestones

VOTING REQUIREMENT
Simple Majority

COMMITTEE'S RESOLUTION
Moved: Cr Jacobs **Seconded: Cr Hickey**
That the Audit, Risk and Improvement Committee receive the updated Internal Audit Risk Management Report-Dashboard.

Carried 9/0

For: J Mason, L Baker, Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Talbot, Cr. Smith & Cr. Dyer
Against: Nil

7.3 COMPLIANCE AUDIT RETURN

Applicant:	Shire of Corrigin
Date:	17/08/2026
Reporting Officer:	Natalie Manton, Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	CM.0001
Attachment Ref:	Attachment 7.3 – Compliance Audit Return

SUMMARY
This report provides the Audit, Risk and Improvement Committee with the 2025 Compliance Audit Return for the period 1 January 2025 to 31 December 2025.

BACKGROUND
Western Australian local governments are required to complete an annual Compliance Audit Return (CAR) in accordance with the provisions of the *Local Government (Audit) Regulations 1996* (Regulations).

The period examined by this audit is 1 January 2025 to 31 December 2025. Following recent legislative amendments via the *Local Government Regulations Amendment Regulations (No. 4) 2025*, the regulatory oversight of the CAR process has transitioned from the Department of Local Government, Sport and Cultural Industries to the newly established independent office of the Local Government Inspector.

These legislative changes introduce a one-off transitional timeframe for the current reporting cycle. While the CAR is typically due by 31 March each year, the submission deadline for the 2025 calendar year return has been deferred to 30 September 2026.

The completed return is required to be:

- Reviewed by the Audit, Risk and Improvement Committee.
- Considered and adopted by Council.
- Certified by the President and CEO following Council adoption.
- Submitted together with a copy of the ARIC recommendations and the adopting Council Minutes to the Local Government Inspector by 30 September 2026.

The report assists the Shire of Corrigin to monitor legislative compliance by examining a range of prescribed requirements under Regulation 13 of the *Local Government (Audit) Regulations 1996* in detail.

The Compliance Audit Return has been carried out by the Executive Support Officer and Chief Executive Officer in conjunction with the finance and administration staff against the following criteria:

- Commercial Enterprises by Local Governments
- Delegation of Power / Duty
- Disclosure of Interest
- Disposal of Property
- Elections
- Finance
- Integrated Planning and Reporting
- Local Government Employees
- Official Conduct
- Tenders for Providing Goods and Service

COMMENT
The audit findings must be recorded in the supplied pro-forma which has been completed and is provided in Attachment 7.3.

It is recommended that the Audit, Risk and Improvement Committee review the 2025 Compliance Audit Return and recommend it be endorsed by Council.

STATUTORY ENVIRONMENT
Local Government Act 1995
s 7.13(1)(i) requires local governments to carry out, in the prescribed manner and in a form approved by the Inspector, an audit of compliance with such statutory requirements as prescribed whether those requirements are –
(i) of financial nature or not; or
(ii) under this Act or another written law.

Local Government (Audit) Regulations 1996
r 13 of the sets out the statutory requirements which may be included in the compliance audit.

r 14 Compliance Audits
1) A local government must carry out an audit (a compliance audit) of the local government's compliance with the statutory requirements prescribed by regulation 13 for the period beginning on 1 January and ending on 31 December in each year.
1A) Subregulation (1) is subject to regulation 15A.
2) After a local government has carried out a compliance audit, the CEO must —
  (a) prepare a compliance audit return in a form approved by the Inspector; and
  (b) give a copy of the compliance audit return to the local government's audit, risk and improvement committee.
3) The audit, risk and improvement committee must —
  (a) review the compliance audit return; and
  (b) report to the council the results of that review.
4) When reporting to the council, the audit, risk and improvement committee must make any recommendations that the committee considers appropriate in relation to the compliance audit return.
5) The council must consider the compliance audit return and the results of the audit, risk and improvement committee's review (including any recommendations) at a meeting of the council.
6) The council must —
  (a) determine if any matters raised by the audit, risk and improvement committee require action to be taken by the local government; and
  (b) either –
    (i) adopt the compliance audit return; or
    (ii) adopt the compliance audit return subject to amendments proposed by the council.

r 15 Signed compliance audit return and other information must be given to Inspector
1) After a compliance audit return has been adopted by the council under regulation 14(6)(b), the local government must give the following information to the Inspector —
  (a) a copy of the compliance audit return (or amended compliance audit return, if applicable), signed by the mayor or president and by the CEO;
  (b) any recommendations made under regulation 14(4) after the audit, risk and improvement committee has reviewed the compliance audit return;
  (c) a copy of the relevant section of the minutes of the meeting at which the compliance audit return was adopted by the council;

(d) any additional information explaining or qualifying the compliance audit.

2) The information must be given to the Inspector no later than 31 March next following the period to which the return relates.
3) The Inspector may extend the 31 March deadline.

r 20 Transitional provisions relating to compliance audits
This regulation modifies the standard submission timeline for the audit period ending 31 December 2025. In accordance with regulation 20(2), the signed compliance audit return and all other information required under regulation 15 must be given to the Inspector on or before 30 September 2026.

POLICY IMPLICATIONS
NIL

FINANCIAL IMPLICATIONS
The cost of completing the CAR is included in the annual budget.

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.1	Investigate the best option and budget for financial management systems for effective governance and administration of Council
		4.1.5	Continue to implement, monitor and report against the Integrated Planning and Reporting milestones

VOTING REQUIREMENT
Simple Majority

COMMITTEE'S RESOLUTION
Moved: Cr Talbot **Seconded: Cr Hickey**
That the Audit, Risk and Improvement Committee accepts the completed Compliance Audit Return for the period 1 January 2025 to 31 December 2025 as provided in Attachment 7.3 and recommend to Council that the return be adopted.

Carried 9/0

For: J Mason, L Baker, Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Talbot, Cr. Smith & Cr. Dyer
Against: Nil

7.4 REPORT OF AUDIT FINDINGS

Applicant:	Shire of Corrigin
Date:	17/08/2026
Reporting Officer:	Myra Henry, Deputy Chief Executive Officer
Disclosure of Interest:	NIL
File Ref:	FM.0420
Attachment Ref:	Attachment 7.4 – Interim Management Letter

SUMMARY
The Audit, Risk and Improvement Committee is requested to consider the feedback provided in the Interim Management Letter following the interim audit conducted for the year ending 30 June 2026.

BACKGROUND
As per the Terms of Reference reviewed and endorsed at the Ordinary Council Meeting held on 18 March 2025, one of the principal objectives of the Audit, Risk and Improvement Committee is to accept responsibility for the annual external audit and to liaise with the Auditor (Office of the Auditor General) to ensure that Council is satisfied with the Shire's performance in managing its financial affairs.

The Committee's duties and responsibilities in relation to the Annual Financial Report and external audit are clearly outlined in the Terms of Reference, specifically item 4.1e and sections 9.1 and 9.2.

In accordance with section 7.2 of *the Local Government Act 1995*, the accounts and annual financial report of a local government for each financial year are required to be audited by an Auditor. Part 7 of *the Local Government Act 1995* and the *Local Government (Audit) Regulations 1996* set out the requirements and process for the audit.

For the 2025-26 audit period, the Office of the Auditor General appointed SW Accountants & Advisors as the contract auditor for the Shire of Corrigin.

The interim audit was conducted from 25 May to 27 May 2026 as part of the annual audit process for the year ending 30 June 2026. Following completion of the interim audit, management received an Interim Management Letter outlining audit findings and recommendations for improvement.

COMMENT
As part of the annual audit process, two areas for improvement were identified relating to Information Technology controls and Related Party Disclosure processes. Management has reviewed the matters raised and developed appropriate actions to address the recommendations.

In relation to Information Technology, the audit identified an opportunity to strengthen controls through the implementation of server-level encryption. The auditors acknowledged that the Shire has a range of existing controls in place, including multi-factor authentication, restricted user access permissions, workstation encryption and encrypted cloud backup services. Management will consider server-level encryption as part of a broader review of the Shire's ICT environment and future technology projects.

With regard to Related Party Disclosures, the audit identified an opportunity to strengthen annual declaration processes to ensure complete disclosure information is provided each year. Management had previously identified this matter and will revise the annual declaration process for Councillors and Key Management Personnel to require full disclosure on an annual basis, improving transparency and record keeping.

The Shire remains committed to strengthening governance, risk management and internal controls through the ongoing implementation of audit recommendations and continuous improvement initiatives.

STATUTORY ENVIRONMENT
Local Government Act 1995, s 7.12A – Duties of Local Government with respect to audits.

POLICY IMPLICATIONS
4.1 Risk Management Policy

FINANCIAL IMPLICATIONS
There is an allowance of $50,000 in the budget for Audit Fees

COMMUNITY AND STRATEGIC OBJECTIVES
Shire of Corrigin Council Plan 2025-2035:

Objective: Civic Leadership
Strong Governance and Leadership

Council Plan			
Outcome	**Strategies**	**Action No.**	**Actions**
4.1	Deliver a high standard of governance and administration	4.1.1	Investigate the best option and budget for financial management systems for effective governance and administration of Council
		4.1.5	Continue to implement, monitor and report against the Integrated Planning and Reporting milestones

VOTING REQUIREMENT
Simple Majority

COMMITTEE'S RESOLUTION
Moved: Cr Smith **Seconded: Cr Hickey**
That the Audit, Risk and Improvement Committee:
1. *Receives the Interim Management Letter for the year ended 30 June 2026 included in Attachment 7.4.*
2. *Notes the audit findings relating to Information Technology and Related Party Disclosures.*
3. *Notes the management responses and actions proposed to address the audit recommendations.*
4. *Recommends Council receives the Interim Audit findings and note the areas that have been addressed, and issues that have been completed.*

Carried 9/0

For: J Mason, L Baker, Cr. Jacobs, Cr. Leach, Cr. Hickey, Cr. Dickinson, Cr. Talbot, Cr. Smith & Cr. Dyer
Against: Nil

8 NEXT MEETING

Audit, Risk and Improvement Committee meeting to be held on 8 December 2026 at 6.00pm

9 MEETING CLOSURE

The Presiding Member, J Mason closed the meeting at 6.11pm.

SCHEDULE OF ACCOUNTS PAID FOR THE MONTH OF AUGUST 2026

MUNICIPAL ACCOUNT

EFT PAYMENTS

EFT #	DATE	NAME	DESCRIPTION	AMOUNT
EFT22940	06/08/2026	BORAL CONSTRUCTION MATERIALS GROUP LTD	4,000 LITRES OF EMULSION	$ 7,700.00
EFT22941	06/08/2026	CJS AGRI-MECHANICS	PLANT SERVICE - LOADER	$ 2,031.51
EFT22942	06/08/2026	COMITO, STEVEN JOSEPH	STAFF REIMBURSEMENT	$ 65.00
EFT22943	06/08/2026	CORRIGIN HARDWARE	HARDWARE SUPPLIES FOR JULY 2026	$ 4,120.65
EFT22944	06/08/2026	CORRIGIN NEWSAGENCY	NEWSPAPERS AND STATIONERY SUPPLIES FOR MARCH TO JUNE 2026	$ 88.80
EFT22945	06/08/2026	CORRIGIN ROADHOUSE	CATERING SERVICES	$ 646.00
EFT22946	06/08/2026	DAWNELLA FREEMAN	STAFF REIMBURSEMENT	$ 84.75
EFT22947	06/08/2026	DEPT OF LOCAL GOVERNMENT, INDUSTRY REGULATION & SAFETY	BUILDING SERVICES LEVY FOR AUGUST 2026	$ 238.86
EFT22948	06/08/2026	DIALPLAN	PHONE CHARGES FOR AUGUST 2026 - CORRIGIN MEDICAL CENTRE	$ 209.00
EFT22949	06/08/2026	GREENWAY TURF SOLUTIONS	40 LITRES OF SPEARHEAD HERBICIDE	$ 819.59
EFT22950	06/08/2026	MOORE AUSTRALIA W A PTY LTD	STAFF TRAINING - WALGA TAX WEBINARS	$ 638.00
EFT22951	06/08/2026	READYTECH (FORMERLY IT VISION)	UPDATE TO RATES AND DEBTOR INVOICE TEMPLATES (PRIS ACT 2024)	$ 1,100.00
EFT22952	06/08/2026	SPECIALISTS IN RANGEHOOD MAINTENANCE	RANGEHOOD DEEP CLEAN SERVICES - CREC, TOWN HALL	$ 3,190.00
EFT22953	06/08/2026	SUPAGAS PTY LIMITED	GAS SUPPLIES FOR CREC	$ 955.66
EFT22954	06/08/2026	TEAM GLOBAL EXPRESS - TOLL GLOBAL	FREIGHT CHARGES	$ 58.86
EFT22955	06/08/2026	TELSTRA LIMITED	PHONE AND INTERNET CHARGES	$ 889.87
EFT22956	06/08/2026	WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	2026/2027 CENTRAL COUNTRY ZONE ANNUAL SUBSCRIPTION	$ 550.00
EFT22957	06/08/2026	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	$ 303.30
EFT22958	06/08/2026	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	$ 169.19
EFT22959	06/08/2026	SALARY PACKAGING AUSTRALIA	SALARY PACKAGING PAYROLL DEDUCTION	$ 409.63
EFT22960	13/08/2026	ADVANCED AUTOLOGIC PTY LTD	2,000 LITRES OF ADBLUE	$ 2,500.00
EFT22961	13/08/2026	AUSTRALIA POST	POSTAGE CHARGES FOR JULY 2026	$ 701.10
EFT22962	13/08/2026	BOC LIMITED	CONTAINER SERVICE FEE FOR SWIMMING POOL - MEDICAL OXYGEN	$ 14.88
EFT22963	13/08/2026	BAIRSTOW, RACHEL	STAFF REIMBURSEMENT	$ 1,575.81
EFT22964	13/08/2026	BEST OFFICE SYSTEMS	PRINTER FOR MEDICAL CENTRE, PRINTING CHARGES - ADMIN OFFICE, RESOURCE CENTRE	$ 1,271.07
EFT22965	13/08/2026	COHESIS PTY LTD	CONSULTANCY SERVICES - SUPPORT ICT TENDER PROCESS	$ 4,675.00
EFT22966	13/08/2026	CORRIGIN DISTRICT HIGH SCHOOL	DONATION TOWARDS PRESENTATION NIGHT AWARD	$ 40.00
EFT22967	13/08/2026	CORRIGIN OFFICE SUPPLIES	STATIONERY SUPPLIES FOR JULY 2026	$ 763.70
EFT22968	13/08/2026	JTAGZ PTY LTD	CAT AND DOG REGISTRATION TAGS	$ 121.00
EFT22969	13/08/2026	MANOR SETTLEMENT SERVICES	CONSULTANCY SERVICES - AMALGAMATION OF LOTS 446 AND 447 MURPHY STREET	$ 572.70
EFT22970	13/08/2026	PORTER CONSULTING ENGINEERS	CONSULTANCY SERVICES - CORRIGIN TOWNSITE DRAINAGE REVIEW	$ 2,846.25
EFT22971	13/08/2026	SHIRE OF BROOKTON	COMMUNITY EMERGENCY SERVICES MANAGER - ADDITIONAL CHARGES FOR APRIL 2026	$ 989.50
EFT22972	13/08/2026	WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	WALGA CONVENTION REGISTRATION FOR CEO	$ 1,923.90
EFT22973	20/08/2026	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	$ 303.30
EFT22974	20/08/2026	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	$ 169.19

SCHEDULE OF ACCOUNTS PAID FOR THE MONTH OF AUGUST 2026

EFT22975	20/08/2026	CORRIGIN SHIRE WORKERS SOCIAL CLUB	PAYROLL DEDUCTIONS	$	160.00
EFT22976	20/08/2026	SALARY PACKAGING AUSTRALIA	SALARY PACKAGING PAYROLL DEDUCTION	$	409.63
EFT22977	20/08/2026	AC ELECTRICS WA	ELECTRICAL SERVICES - CREC, 3 JANES DRIVE	$	879.50
EFT22978	20/08/2026	ADVANCED AUTOLOGIC PTY LTD	1,000 LITRES OF SOLVENT 78	$	4,500.00
EFT22979	20/08/2026	ARMSTRONG, NORELLE	STAFF REIMBURSEMENT	$	262.85
EFT22980	20/08/2026	AVON VALLEY TOYOTA	PURCHASE OF RAV4 AWD FOR DCEO	$	34,849.11
EFT22981	20/08/2026	BENARA NURSERIES	NATIVE PLANTS FOR TOWN GARDENS	$	2,096.59
EFT22982	20/08/2026	BEST OFFICE SYSTEMS	PRINTING CHARGES - WORKS DEPOT	$	95.65
EFT22983	20/08/2026	BROWNLEY'S PLUMBING & GAS	PLUMBING SERVICES - 23B SEIMONS AVENUE, 25 SEIMONS AVENUE	$	1,067.00
EFT22984	20/08/2026	CALEY, LESLIE GAVIN	STAFF REIMBURSEMENT	$	61.50
EFT22985	20/08/2026	CEMETERIES & CREMATORIA ASSOCIATION OF WA INC	2026/2027 ANNUAL MEMBERSHIP	$	130.00
EFT22986	20/08/2026	CLEANAWAY CO PTY LTD	PUMP OUT COOKING OIL AND ENGINE OIL MIX AT CORRIGIN TIP	$	4,819.19
EFT22987	20/08/2026	DEPARTMENT OF PREMIER AND CABINET	GOVERNMENT GAZETTE PUBLICATION - FIREBREAK ORDER 2026/2027	$	500.61
EFT22988	20/08/2026	DOWN TO EARTH TRAINING AND ASSESSING	STAFF TRAINING - LICENCE TO OPERATE A FORKLIFT TRUCK	$	5,599.50
EFT22989	20/08/2026	ELDERS RURAL SERVICES AUSTRALIA LIMITED	20 LITRES OF TERRAIN FLOW HERBICIDE	$	1,639.00
EFT22990	20/08/2026	EXURBAN PTY LTD	TOWN PLANNING CONSULTANCY SERVICES FOR JULY 2026	$	4,910.20
EFT22991	20/08/2026	INTELIFE - CIVITUS	VERGE CLEARING - BULYEE RD, DOYLE RD, NAREMBEEN-CORRIGIN RD, POULTNEY RD	$	48,621.40
EFT22992	20/08/2026	KATEMS SUPERMARKET	REFRESHMENTS AND CATERING SUPPLIES FOR JULY 2026	$	844.05
EFT22993	20/08/2026	MALLEE TREE CAFE & GALLERY	CATERING SERVICES	$	492.00
EFT22994	20/08/2026	MY SAFETY BUDDY	MY SAFETY BUDDY SUBSCRIPTION FOR JULY 2026	$	42.00
EFT22995	20/08/2026	NARROGIN TOYOTA	PURCHASE OF PRADO GXL FOR CEO	$	5,800.01
EFT22996	20/08/2026	NATURAL PARK	189 TONNES OF YELLOW SAND	$	1,663.20
EFT22997	20/08/2026	NEU-TECH AUTO ELECTRICS, TYRES & MECHANICAL	PLANT SERVICE & REPAIRS - PRADO WAGON, FORD UTE, CENTRAL FIRE TRUCK	$	1,983.33
EFT22998	20/08/2026	NORMA MERLE TALBOT	CUSTOMER REFUND	$	1,834.04
EFT22999	20/08/2026	REWARD HOSPITALITY	PIE WARMER AND FRIDGE FOR TOWN HALL, BAIN-MARIE INSERTS FOR CREC	$	4,337.44
EFT23000	20/08/2026	SWAN MATERIALS PTY LTD	54.9 TONNES OF 7MM BLUE METAL	$	5,549.24
EFT23001	20/08/2026	WA CONTRACT RANGER SERVICES	RANGER SERVICES - ANIMAL CONTROL	$	2,541.00
EFT23002	20/08/2026	WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	COUNCILLOR TRAINING REGISTRATIONS	$	2,365.00
EFT23003	20/08/2026	WESTRAC PTY LTD	PLANT PARTS - SKIDSTEER LOADER	$	409.42
EFT23004	27/08/2026	AFLEX TECHNOLOGY (NZ) LTD	PLUGS, VALVE TOOL AND TIE DOWN ROPES FOR POOL INFLATABLE	$	180.40
EFT23005	27/08/2026	AUSTRALIAN TAXATION OFFICE	BAS PAYMENT FOR THE MONTH OF JULY 2026	$	11,617.00
EFT23006	27/08/2026	BD WATER PTY LTD	FINAL PROJECT PAYMENT - CORRIGIN OVAL RETICULATION UPGRADE	$	11,925.00
EFT23007	27/08/2026	BORAL CONSTRUCTION MATERIALS GROUP LTD	4,000 LITRES OF EMULSION	$	7,700.00
EFT23008	27/08/2026	BROWNLEY'S PLUMBING & GAS	PLUMBING SERVICES - 3 JANES DRIVE, MEDICAL CENTRE, TOWN HALL	$	4,376.90
EFT23009	27/08/2026	CTI LOGISTICS	FREIGHT CHARGES FOR JULY 2026	$	831.84
EFT23010	27/08/2026	CORRIGIN CLEANING SERVICE	CARPET CLEANING - 23A SEIMONS AVENUE	$	137.50
EFT23011	27/08/2026	CORRIGIN HOTEL	REFRESHMENTS AND CATERING SERVICES	$	112.34
EFT23012	27/08/2026	CORSIGN WA PTY LTD	SAFETY SIGNS FOR CORRIGIN TIP, TRAFFIC SIGNS FOR CAMM STREET AND HILL STREET	$	727.10
EFT23013	27/08/2026	D&L STUDIO PTY LTD T/AS - METAL ARTWORK CREATIONS	STAFF NAME BADGE	$	17.05

SCHEDULE OF ACCOUNTS PAID FOR THE MONTH OF AUGUST 2026

EFT23014	27/08/2026	DAWNELLA FREEMAN	STAFF REIMBURSEMENT	$ 21.00
EFT23015	27/08/2026	DIGIT BUSINESS	XERO WORKSHOP AT RESOURCE CENTRE	$ 2,200.00
EFT23016	27/08/2026	ENVIRONMENTAL HEALTH AUSTRALIA (SOUTH AUSTRALIA) INC.	AUSTRALIAN FOOD SAFETY ASSESSMENT (AFSA) INSPECTION PADS	$ 400.90
EFT23017	27/08/2026	ENVIRONMENTAL HEALTH AUSTRALIA (WA) INC	STAFF TRAINING - NAVIGATING THE PUBLIC HEALTH ACT	$ 150.00
EFT23018	27/08/2026	FORTUS GROUP	PLANT PARTS - GRADERS	$ 19,085.00
EFT23019	27/08/2026	GREAT SOUTHERN FUEL SUPPLIES	10,000 LITRES OF DIESEL, FUEL CARD PURCHASES FOR JULY 2026	$ 21,314.36
EFT23020	27/08/2026	HARRIS ZUGLIAN ELECTRICS	ELECTRICAL SERVICES - MEDICAL CENTRE	$ 804.37
EFT23021	27/08/2026	HERSEY'S SAFETY PTY LTD	KARRI PLANKS FOR SALEYARDS	$ 2,040.63
EFT23022	27/08/2026	JLT RISK SOLUTIONS PTY LTD - (LGIS RISK MANAGEMENT)	2026/2027 INSURANCE PREMIUMS	$ 3,030.50
EFT23023	27/08/2026	LGISWA	2026/2027 INSURANCE PREMIUMS - FIRST INSTALMENT	$ 184,243.90
EFT23024	27/08/2026	LANDGATE	RURAL UV INTERIM VALUATIONS	$ 49.80
EFT23025	27/08/2026	LUDLOW, TANYA	STAFF REIMBURSEMENT	$ 311.30
EFT23026	27/08/2026	M2 TECHNOLOGY GROUP PTY LTD (M2 ON HOLD)	ON HOLD TELEPHONE SUBSCRIPTION FOR AUGUST 2026	$ 110.00
EFT23027	27/08/2026	NEU-TECH AUTO ELECTRICS, TYRES & MECHANICAL	PLANT SERVICE & REPAIRS - PRADO, KLUGER, TIPPER TRUCK, PRIME MOVER	$ 1,098.33
EFT23028	27/08/2026	PLAY CHECK PTY LTD	ANNUAL PLAYGROUND INSPECTIONS AND REPORTS	$ 2,805.00
EFT23029	27/08/2026	S & J BOZANICH EARTHMOVING PTY LTD	PUSHING UP 9,000 CUBIC METRES OF GRAVEL	$ 16,200.00
EFT23030	27/08/2026	SEEK LIMITED	SEEK ADVERTISEMENT - BUILDING MAINTENANCE OFFICER	$ 1,006.50
EFT23031	27/08/2026	SIGMA TELFORD GROUP	SWIMMING POOL CHEMICALS, CLEANING AND TESTING SUPPLIES	$ 2,718.23
EFT23032	27/08/2026	TEAM GLOBAL EXPRESS - TOLL GLOBAL	FREIGHT CHARGES	$ 41.49
EFT23033	27/08/2026	TELSTRA LIMITED	PHONE AND INTERNET CHARGES	$ 1,402.71
EFT23034	27/08/2026	WA CONTRACT RANGER SERVICES	RANGER SERVICES - ANIMAL CONTROL	$ 847.00
EFT23035	27/08/2026	WA LOCAL GOVERNMENT ASSOCIATION (WALGA)	WALGA CONVENTION REGISTRATION FOR COUNCILLORS	$ 9,334.60
EFT23036	27/08/2026	WINC AUSTRALIA PTY LTD	STATIONERY SUPPLIES	$ 179.99
			TOTAL EFT PAYMENTS	**$ 488,219.27**

DIRECT DEBIT PAYMENTS

DD #	DATE	NAME	DESCRIPTION	AMOUNT
DD19075.1	03/08/2026	NATIONAL AUSTRALIA BANK	CREDIT CARD PAYMENT	$ 2,438.27
DD19020.1	05/08/2026	AWARE SUPER	SUPERANNUATION CONTRIBUTIONS	$ 12,185.05
DD19020.2	05/08/2026	CATHOLIC SUPER	SUPERANNUATION CONTRIBUTIONS	$ 1,724.01
DD19020.3	05/08/2026	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	$ 1,558.00
DD19020.4	05/08/2026	REST SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	$ 563.60
DD19020.5	05/08/2026	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	$ 858.63
DD19020.6	05/08/2026	CARESUPER	SUPERANNUATION CONTRIBUTIONS	$ 607.69
DD18962.1	07/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 143.37
DD18995.1	10/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 179.12
DD18994.1	11/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 653.94
DD18993.1	12/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 1,480.38
DD19071.1	17/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 9,831.18

SCHEDULE OF ACCOUNTS PAID FOR THE MONTH OF AUGUST 2026

DD19012.1	18/08/2026	WATER CORPORATION OF WA	WATER CHARGES	$ 840.62
DD19058.1	19/08/2026	AWARE SUPER	SUPERANNUATION CONTRIBUTIONS	$ 12,083.05
DD19058.2	19/08/2026	REST SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	$ 803.58
DD19058.3	19/08/2026	CATHOLIC SUPER	SUPERANNUATION CONTRIBUTIONS	$ 1,713.30
DD19058.4	19/08/2026	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	$ 1,570.56
DD19058.5	19/08/2026	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION CONTRIBUTIONS	$ 814.51
DD19058.6	19/08/2026	CARESUPER	SUPERANNUATION CONTRIBUTIONS	$ 338.93
DD19064.1	19/08/2026	THE BOND ADMINISTRATOR	BOND DEBIT FOR 36B JOSE STREET	$ 720.00
DD19105.1	24/08/2026	WATER CORPORATION OF WA	WATER CHARGES	$ 27.34
DD19072.1	26/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 4,620.15
DD19039.1	28/08/2026	SYNERGY	ELECTRICITY CHARGES	$ 9,236.05
			TOTAL DIRECT DEBIT PAYMENTS	**$ 64,991.33**

EFT PAYROLL PAYMENTS

PPE #	DATE	NAME	DESCRIPTION	AMOUNT
PPE050826	06/08/2026	PAYROLL	FORTNIGHTLY PAYROLL PAYMENT TO EMPLOYEES	$ 75,150.15
PPE190826	20/08/2026	PAYROLL	FORTNIGHTLY PAYROLL PAYMENT TO EMPLOYEES	$ 75,921.48
			TOTAL EFT PAYROLL PAYMENTS	**$ 151,071.63**

MUNICIPAL ACCOUNT - TOTAL PAYMENTS $ 704,282.23

EDNA STEVENSON TRUST ACCOUNT

EFT PAYMENTS

EFT #	DATE	NAME	DESCRIPTION	AMOUNT
EFT22939	06/08/2026	SQUIRE PATTON BOGGS (AU)	LEGAL ADVICE IN RELATION TO EDNA STEVENSON TRUST FUND	$ 2,200.00
			TOTAL EFT PAYMENTS	**$ 2,200.00**

EDNA STEVENSON TRUST ACCOUNT - TOTAL PAYMENTS $ 2,200.00

LICENSING TRUST ACCOUNT

DIRECT DEBIT PAYMENTS

DD #	DATE	NAME	DESCRIPTION	AMOUNT
DD19008.1	03/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$ 406.60
DD19010.1	04/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$ 1,702.80
DD19016.1	05/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$ 5,235.80
DD19023.1	06/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$ 6,810.70
DD19025.1	07/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$ 2,704.65
DD19028.1	10/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$ 874.75

SCHEDULE OF ACCOUNTS PAID FOR THE MONTH OF AUGUST 2026

DD19033.1	11/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	2,787.00
DD19037.1	12/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	524.10
DD19044.1	13/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	167.85
DD19047.1	14/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	464.85
DD19049.1	17/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	850.80
DD19052.1	18/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	2,032.15
DD19062.1	19/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	1,252.70
DD19067.1	20/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	577.45
DD19080.1	21/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	850.70
DD19082.1	24/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	2,735.95
DD19085.1	25/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	4,339.60
DD19087.1	26/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	2,079.65
DD19089.1	27/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	126.25
DD19091.1	28/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	49.55
DD19093.1	31/08/2026	DEPARTMENT OF TRANSPORT AND MAJOR INFRASTRUCTURE	DOT DIRECT DEBIT FOR LICENSING TRANSACTIONS	$	2,980.35
			TOTAL DIRECT DEBIT PAYMENTS	**$**	**39,554.25**
			LICENSING TRUST ACCOUNT - TOTAL PAYMENTS	**$**	**39,554.25**

TOTAL MUNICIPAL ACCOUNT PAYMENTS	**$**	**704,282.23**
TOTAL TRUST ACCOUNT PAYMENTS	**$**	**-**
TOTAL EDNA STEVENSON TRUST ACCOUNT PAYMENTS	**$**	**2,200.00**
TOTAL LICENSING TRUST ACCOUNT PAYMENTS	**$**	**39,554.25**
TOTAL OF ALL ACCOUNT PAYMENTS	**$**	**746,036.48**

SCHEDULE OF ACCOUNTS PAID FOR THE MONTH OF AUGUST 2026

CREDIT CARD PURCHASES

DATE	NAME	DESCRIPTION	AMOUNT
01/07/2026	CORRIGIN SHIRE LICENSING	PLATE RETAIN FEE - WORKS AND SERVICES VEHICLE 1CR	$ 32.00
01/07/2026	CORRIGIN SHIRE LICENSING	PLATE RETAIN FEE - ROE HEALTH VEHICLE 4CR	$ 32.00
02/07/2026	CORRIGIN SHIRE LICENSING	PLATE CHANGE FEE - WORKS AND SERVICES VEHICLE 1CR	$ 19.40
02/07/2026	CORRIGIN SHIRE LICENSING	PLATE CHANGE FEE - ROE HEALTH VEHICLE 4CR	$ 19.40
02/07/2026	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION	STAFF TRAINING - CONTRACT ADMINISTRATION AND MANAGEMENT	$ 682.00
03/07/2026	THE MALLEE TREE CAFÉ	REFRESHMENTS FOR CEO AND COUNCILLORS ROAD INSPECTION	$ 28.96
08/07/2026	WESTERN POWER	OVERSIZE LOAD PERMITS FOR PRIME MOVERS	$ 121.20
13/07/2026	WIX.COM	2026/2027 DOMAIN ANNUAL RENEWAL - COME EXPLORE CORRIGIN	$ 52.69
13/07/2026	CORRIGIN POST OFFICE	EMPLOYEE FAREWELL GIFT VOUCHER	$ 105.95
16/07/2026	CORRIGIN ROADHOUSE	REFRESHMENTS FOR MOVIE CLUB	$ 22.32
16/07/2026	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA	2026/2027 ANNUAL MEMBERSHIP	$ 560.00
22/07/2026	CORRIGIN SHIRE LICENSING	VEHICLE PLATE SWAP FEES - TIPPER TRAILERS CR3246 AND 1UCJ583	$ 38.80
22/07/2026	GM PETRO PTY LTD BROOKTON	FUEL FOR ADMINISTRATION VEHICLE - 2CR	$ 81.50
22/07/2026	CORRIGIN SHIRE LICENSING	PLATE REMAKE FEE - TIPPING TRAILER CR3246	$ 52.10
23/07/2026	CORRIGIN SHIRE LICENSING	VEHICLE REGISTRATION RENEWAL - SKIDSTEER LOADER CR13	$ 85.95
24/07/2026	WIX.COM	2026/2027 PREMIUM PLAN RENEWAL - COME EXPLORE CORRIGIN	$ 504.00
		TOTAL CREDIT CARD PURCHASES	**$ 2,438.27**

FUEL CARD PURCHASES

DATE	NAME	DESCRIPTION	AMOUNT
31/07/2026	ADMINISTRATION VEHICLE - CR1	FUEL CARD PURCHASES FOR JULY 2026	$ 411.12
31/07/2026	ADMINISTRATION VEHICLE - 2CR	FUEL CARD PURCHASES FOR JULY 2026	$ 413.12
31/07/2026	BUSHFIRE BRIGADE VEHICLE - CENTRAL	FUEL CARD PURCHASES FOR JULY 2026	$ 70.37
31/07/2026	MEDICAL SERVICES VEHICLE - CR1000	FUEL CARD PURCHASES FOR JULY 2026	$ 479.32
31/07/2026	ROE HEALTH VEHICLE - 4CR	FUEL CARD PURCHASES FOR JULY 2026	$ 1,275.88
31/07/2026	WORKS AND SERVICES VEHICLE - 1CR	FUEL CARD PURCHASES FOR JULY 2026	$ 786.14
		TOTAL FUEL CARD PURCHASES	**$ 3,435.95**

MONTHLY FINANCIAL REPORT

(Containing the required statement of financial activity and statement of financial position)

For the period ended 31 August 2026

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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SHIRE OF CORRIGIN
STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 AUGUST 2026

	Note	Adopted Budget Estimates (a)	YTD Budget Estimates (b)	YTD Actual (c)	Variance* $ (c) - (b)	Variance* % ((c) - (b))/(b)	Var.
		$	$	$	$	%	
OPERATING ACTIVITIES							
Revenue from operating activities							
General rates		3,313,554	3,308,764	**3,315,143**	6,379	0.19%	
Rates excluding general rates		103,203	103,203	**103,204**	1	0.00%	
Grants, subsidies and contributions		1,696,984	364,511	**443,168**	78,657	21.58%	▲
Fees and charges		839,223	360,417	**341,429**	(18,988)	(5.27%)	
Interest revenue		328,937	9,172	**20,558**	11,386	124.14%	▲
Other revenue		111,625	18,586	**104,981**	86,395	464.84%	▲
Profit on asset disposals		240,726	20,059	**0**	(20,059)	(100.00%)	▼
Fair value adjustments to financial assets at fair value through profit or loss		2,500	416	**0**	(416)	(100.00%)	
		6,636,752	**4,185,128**	**4,328,483**	**143,355**	3.43%	
Expenditure from operating activities							
Employee costs		(3,207,021)	(566,967)	**(426,981)**	139,986	24.69%	▲
Materials and contracts		(2,706,509)	(449,830)	**(323,782)**	126,048	28.02%	▲
Utility charges		(424,225)	(70,640)	**(19,282)**	51,358	72.70%	▲
Depreciation		(4,603,727)	(387,105)	**0**	387,105	100.00%	▲
Finance costs		(46,231)	0	**0**	0		
Insurance		(235,520)	(746)	**(170,201)**	(169,455)	(22715.15%)	▼
Other expenditure		(207,684)	(42,086)	**(28,618)**	13,468	32.00%	▲
Loss on asset disposals		(112,503)	(9,373)	**0**	9,373	100.00%	
		(11,543,420)	**(1,526,747)**	**(968,864)**	**557,883**	36.54%	
Amounts excluded from operating activities	2(c)	4,498,087	376,835	**0**	(376,835)	(100.00%)	▼
Amount attributable to operating activities		**(408,581)**	**3,035,216**	**3,359,619**	**324,403**	10.69%	
INVESTING ACTIVITIES							
Inflows from investing activities							
Proceeds from capital grants, subsidies and contributions		1,698,357	283,058	**55,463**	(227,595)	(80.41%)	▼
Proceeds from disposal of property, plant and equipment		542,556	0	**0**	0		
Proceeds on disposal of financial assets at fair values through other comprehensive income		75,000	0	**0**	0		
		2,315,913	**283,058**	**55,463**	**(227,595)**	(80.41%)	
Outflows from investing activities							
Acquisition of property, plant and equipment		(2,347,300)	(400,000)	**(129,216)**	270,784	67.70%	▲
Acquisition of infrastructure		(2,950,561)	0	**(14,727)**	(14,727)		▼
Payments for financial assets at amortised cost - term deposits		(317,343)	0	**0**	0		
		(5,615,204)	**(400,000)**	**(143,943)**	**256,057**	64.01%	
Amounts excluded from investing activities	2(d)	317,343	0	**0**	0		
Amount attributable to investing activities		**(2,981,948)**	**(116,942)**	**(88,480)**	**28,462**	24.34%	
FINANCING ACTIVITIES							
Inflows from financing activities							
Transfer from reserves		360,000	0	**0**	0		
		360,000	**0**	**0**	**0**		
Outflows from financing activities							
Repayment of borrowings		(108,322)	0	**0**	0		
Transfer to reserves		(677,344)	0	**0**	0		
		(785,666)	**0**	**0**	**0**		
Amount attributable to financing activities		**(425,666)**	**0**	**0**	**0**		
MOVEMENT IN SURPLUS OR DEFICIT							
Surplus or deficit at the start of the financial year	2(a)	3,816,195	3,816,195	**4,659,430**	843,235	22.10%	▲
Amount attributable to operating activities		(408,581)	3,035,216	**3,359,619**	324,403	10.69%	▲
Amount attributable to investing activities		(2,981,948)	(116,942)	**(88,480)**	28,462	24.34%	▲
Amount attributable to financing activities		(425,666)	0	**0**	0		
Surplus or deficit after imposition of general rates		**0**	**6,734,469**	**7,930,569**	**1,196,100**	17.76%	▲

KEY INFORMATION

▲▼ Indicates a variance between Year to Date (YTD) Budget and YTD Actual data outside the adopted materiality threshold.

▲ Indicates a variance with a positive impact on the financial position.

▼ Indicates a variance with a negative impact on the financial position.

Refer to Note 3 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying notes.

SHIRE OF CORRIGIN
STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD ENDED 31 AUGUST 2026

	Actual 30 June 2026	Actual as at 31 August 2026
	$	$
CURRENT ASSETS		
Cash and cash equivalents	5,124,450	7,363,467
Trade and other receivables	189,609	1,010,800
Other financial assets	4,787,066	4,787,066
Inventories	94,901	50,050
Other assets	20,296	11,675
TOTAL CURRENT ASSETS	10,216,322	13,223,058
NON-CURRENT ASSETS		
Trade and other receivables	18,339	18,339
Other financial assets	155,178	155,178
Inventories	530,000	530,000
Investment in associate	(7,016)	(7,016)
Property, plant and equipment	34,156,248	34,285,464
Infrastructure	170,813,955	170,828,682
TOTAL NON-CURRENT ASSETS	205,666,704	205,810,647
TOTAL ASSETS	215,883,026	219,033,705
CURRENT LIABILITIES		
Trade and other payables	430,610	192,892
Other liabilities	41,144	14,462
Borrowings	108,322	108,322
Employee related provisions	432,167	432,167
TOTAL CURRENT LIABILITIES	1,012,243	747,843
NON-CURRENT LIABILITIES		
Borrowings	914,797	914,797
Employee related provisions	88,033	88,033
TOTAL NON-CURRENT LIABILITIES	1,002,830	1,002,830
TOTAL LIABILITIES	2,015,073	1,750,673
NET ASSETS	**213,867,953**	**217,283,032**
EQUITY		
Retained surplus	33,496,408	36,911,487
Reserve accounts	4,787,066	4,787,066
Revaluation surplus	175,584,479	175,584,479
TOTAL EQUITY	**213,867,953**	**217,283,032**

This statement is to be read in conjunction with the accompanying notes.

1 BASIS OF PREPARATION AND MATERIAL ACCOUNTING POLICIES

BASIS OF PREPARATION

This prescribed financial report has been prepared in accordance with the *Local Government Act 1995* and accompanying regulations.

Local Government Act 1995 requirements
Section 6.4(2) of the Local Government Act 1995 read with the *Local Government (Financial Management) Regulations 1996,* prescribe that the financial report be prepared in accordance with the *Local Government Act 1995* and, to the extent that they are not inconsistent with the Act, the Australian Accounting Standards. The Australian Accounting Standards (as they apply to local governments and not-for-profit entities) and Interpretations of the Australian Accounting Standards Board were applied with exception to the following:

The *Local Government (Financial Management) Regulations 1996* specify that vested land is a right-of-use asset to be measured at cost, and is considered a zero cost concessionary lease. All right-of-use assets under zero cost concessionary leases are measured at zero cost rather than at fair value, except for vested improvements on concessionary land leases such as roads, buildings or other infrastructure which continue to be reported at fair value, as opposed to the vested land which is measured at zero cost. The measurement of vested improvements at fair value is a departure from AASB 16 which would have required the Shire to measure any vested improvements at zero cost.

Local Government (Financial Management) Regulations 1996, regulation 34 prescribes contents of the financial report. Supplementary information does not form part of the financial report.

Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise. Except for cash flow and rate setting information, the financial report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

PREPARATION TIMING AND REVIEW
Date prepared: All known transactions up to 08 September 2026

The local government reporting entity
All funds through which the Shire controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

All monies held in the Trust Fund are excluded from the financial statements.

Material accounting policies
Material accounting policies utilised in the preparation of these statements are as described within the 2026-27 Annual Budget. Please refer to the adopted budget document for details of these policies.

Critical accounting estimates and judgements
The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

As with all estimates, the use of different assumptions could lead to material changes in the amounts reported in the financial report.

The following are estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and further information on their nature and impact can be found in the relevant note:

- Fair value measurement of assets carried at reportable value including:
  - Property, plant and equipment
  - Infrastructure
- Impairment losses of non-financial assets
- Expected credit losses on financial assets
- Measurement of employee benefits

2 NET CURRENT ASSETS INFORMATION

(a) Net current assets used in the Statement of Financial Activity

	Note	Adopted Budget Opening 1 July 2026	Actual as at 30 June 2026	Actual as at 31 August 2026
Current assets		$	$	$
Cash and cash equivalents		383,095	5,124,450	7,363,467
Trade and other receivables		102,070	189,609	1,010,800
Other financial assets		5,104,409	4,787,066	4,787,066
Inventories		13,996	94,901	50,050
Other assets		1,714	20,296	11,675
		5,605,284	10,216,322	13,223,058
Less: current liabilities				
Trade and other payables		167,548	(430,610)	(192,892)
Other liabilities		0	(41,144)	(14,462)
Borrowings		(113,406)	(108,322)	(108,322)
Employee related provisions		(374,080)	(432,167)	(432,167)
Other provisions		(229,546)	0	0
		(549,484)	(1,012,243)	(747,843)
Net current assets		5,055,800	9,204,079	12,475,215
Less: Total adjustments to net current assets	2(b)	(5,055,800)	(4,544,649)	(4,544,646)
Closing funding surplus / (deficit)		**0**	**4,659,430**	**7,930,569**

(b) Current assets and liabilities excluded from budgeted deficiency

	Note	Adopted Budget Opening 1 July 2026	Actual as at 30 June 2026	Actual as at 31 August 2026
Adjustments to net current assets				
Less: Reserve accounts		(5,104,409)	(4,787,066)	(4,787,066)
Less: Current assets not expected to be received at end of year				
- Land held for resale		0	(65,000)	0
- Rates receivable		(64,797)	(41,144)	(14,462)
Add: Current liabilities not expected to be cleared at the end of the year				
- Current portion of borrowings		113,406	108,322	108,322
Add: Current liabilities covered by funds held in reserve account				
- Current portion of employee benefit provisions		0	240,239	148,560
Total adjustments to net current assets	2(a)	**(5,055,800)**	**(4,544,649)**	**(4,544,646)**

(c) Amounts excluded from operating activities

	Adopted Budget Estimates 30 June 2027	YTD Budget Estimates 31 August 2026	YTD Actual 31 August 2026
	$	$	$
Less: Profit on asset disposals	(240,726)	(20,059)	0
Less: Fair value adjustments to financial assets at fair value through profit or loss	(2,500)	416	0
Add: Loss on disposal of assets	112,503	9,373	0
Add: Depreciation	4,603,727	387,105	0
Non-cash movements in non-current assets and liabilities:			
- Pensioner deferred rates	1,265	0	0
- Employee provisions	23,818	0	0
Total amounts excluded from operating activities	**4,498,087**	**376,835**	**0**

(d) Amounts excluded from investing activities

	Adopted Budget Estimates 30 June 2027	YTD Budget Estimates 31 August 2026	YTD Actual 31 August 2026
Reconciling item - movement between current assets			
- Financial assets at amortised cost - term deposits	317,343	0	0
Total amounts excluded from investing activities	**317,343**	**0**	**0**

CURRENT AND NON-CURRENT CLASSIFICATION
In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the local governments' operational cycle.

3 EXPLANATION OF MATERIAL VARIANCES

The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date actual materially.
The material variance adopted by Council for the 2026-27 year is $10,000 and 10.00% whichever is the greater.

Description	Var. $	Var. %	
	$	%	
Revenue from operating activities			
Grants, subsidies and contributions Main Roads Direct Grant received upfront, resulting in revenue being ahead of budget at this point in the year.	78,657	21.58%	▲
Interest revenue Variance is due to instalment interest on rates being received earlier than budgeted and higher cash balances generating additional interest income.	11,386	124.14%	▲
Other revenue Variance relates primarily to proceeds from the disposal of assets, with adjustments for the sale of the CEO and DCEO vehicles yet to be processed.	86,395	464.84%	▲
Profit on asset disposals No asset disposals have occurred to date compared with budget expectations.	(20,059)	(100.00%)	▼
Expenditure from operating activities			
Employee costs Employee costs are below budget as the budget allowed for a 4.6% salary increase. Under the EBA, salaries increased by 4.0% as Perth CPI of 3.7% was below 4.0%.	139,986	24.69%	▲
Materials and contracts Expenditure is below budget due to the timing of contracted works and purchases occurring later in the financial year.	126,048	28.02%	▲
Utility charges Utility expenses are below budget due to the timing of electricity, water and other utility invoices.	51,358	72.70%	▲
Depreciation Depreciation has not yet been processed for the reporting period and will be recognised when the 25-26 audit is finalised.	387,105	100.00%	▲
Insurance Insurance premiums were paid earlier than budgeted, resulting in expenditure exceeding year-to-date budget.	(169,455)	(22715.15%)	▼
Other expenditure Variance relates primarily to WALGA subscriptions being paid in full at the start of the year, while the budget is spread across the financial year.	13,468	32.00%	▲
Amounts excluded from operating activities Depreciation has not yet been processed and will be recognised following finalisation of the 2025-26 audit.	(376,835)	(100.00%)	▼
Inflows from investing activities			
Proceeds from capital grants, subsidies and contributions Capital grant funding has not yet been received in line with the budget timing and is expected later in the year.	(227,595)	(80.41%)	▼
Outflows from investing activities			
Acquisition of property, plant and equipment Capital expenditure is below budget due to delays in procurement and project delivery, with expenditure expected later in the financial year.	270,784	67.70%	▲
Acquisition of infrastructure Infrastructure expenditure has exceeded budget due to project timing differences and the early commencement of planned works.	(14,727)		▼
Surplus or deficit at the start of the financial year Opening accumulated surplus was greater than budgeted following better-than-expected prior year operating results.	843,235	22.10%	▲
Surplus or deficit after imposition of general rates The favourable result reflects lower operating expenditure and higher revenue received than budgeted at this stage of the financial year.	1,196,100	17.76%	▲

SHIRE OF CORRIGIN

SUPPLEMENTARY INFORMATION

TABLE OF CONTENTS

BASIS OF PREPARATION - SUPPLEMENTARY INFORMATION

Supplementary information is presented for information purposes. The information does not comply with the disclosure requirements of the Australian Accounting Standards.

SHIRE OF CORRIGIN
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 AUGUST 2026

1 KEY INFORMATION

Funding Surplus or Deficit Components

Funding surplus / (deficit)

	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
Opening	$3.82 M	$3.82 M	$4.66 M	$0.84 M
Closing	$0.00 M	$6.73 M	$7.93 M	$1.20 M

Refer to Statement of Financial Activity

Cash and cash equivalents

	$12.15 M	% of total
Unrestricted Cash	$7.36 M	60.6%
Restricted Cash	$4.79 M	39.4%

Refer to 3 - Cash and Financial Assets

Payables

	$0.19 M	% Outstanding
Trade Payables	$0.10 M	
0 to 30 Days		100.0%
Over 30 Days		0.0%
Over 90 Days		0.0%

Refer to 9 - Payables

Receivables

	$0.14 M	% Collected
Rates Receivable	$0.87 M	74.7%
Trade Receivable	$0.14 M	% Outstanding
Over 30 Days		19.3%
Over 90 Days		7.8%

Refer to 7 - Receivables

Key Operating Activities

Amount attributable to operating activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($0.41 M)	$3.04 M	$3.36 M	$0.32 M

Refer to Statement of Financial Activity

Rates Revenue

		% Variance
YTD Actual	$3.32 M	
YTD Budget	$3.31 M	0.2%

Grants and Contributions

		% Variance
YTD Actual	$0.44 M	
YTD Budget	$0.36 M	21.6%

Refer to 12 - Grants and Contributions

Fees and Charges

		% Variance
YTD Actual	$0.34 M	
YTD Budget	$0.36 M	(5.3%)

Refer to Statement of Financial Activity

Key Investing Activities

Amount attributable to investing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($2.98 M)	($0.12 M)	($0.09 M)	$0.03 M

Refer to Statement of Financial Activity

Proceeds on sale

		%
YTD Actual	$0.00 M	
Adopted Budget	$0.54 M	(100.0%)

Refer to 6 - Disposal of Assets

Asset Acquisition

		% Spent
YTD Actual	$0.01 M	
Adopted Budget	$2.95 M	(99.5%)

Refer to 5 - Capital Acquisitions

Capital Grants

		% Received
YTD Actual	$0.06 M	
Adopted Budget	$1.70 M	(96.7%)

Refer to 5 - Capital Acquisitions

Key Financing Activities

Amount attributable to financing activities

Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. $ (b)-(a)
($0.43 M)	$0.00 M	$0.00 M	$0.00 M

Refer to Statement of Financial Activity

Borrowings

Principal repayments	$0.00 M
Interest expense	$0.00 M
Principal due	$1.02 M

Refer to 10 - Borrowings

Reserves

Reserves balance	$4.79 M
Net Movement	$0.00 M

Refer to 4 - Cash Reserves

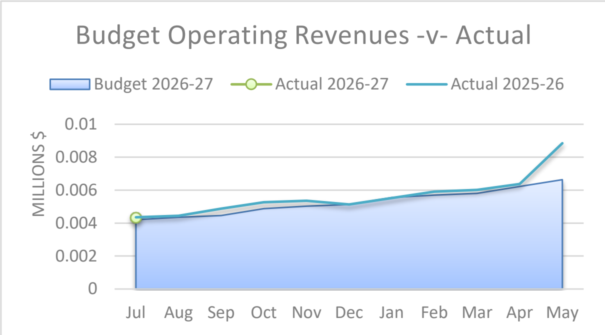
This information is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF CORRIGIN
SUPPLEMENTARY INFORMATION
FOR THE PERIOD ENDED 31 AUGUST 2026

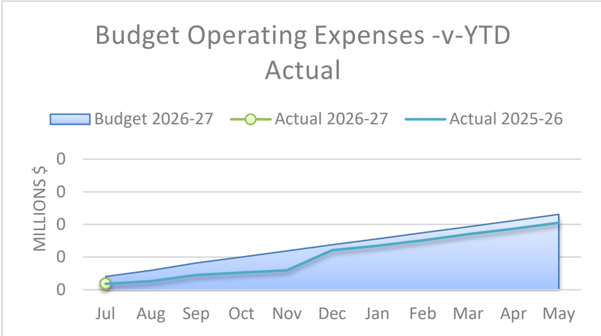
2 KEY INFORMATION - GRAPHICAL

OPERATING ACTIVITIES

OPERATING REVENUE

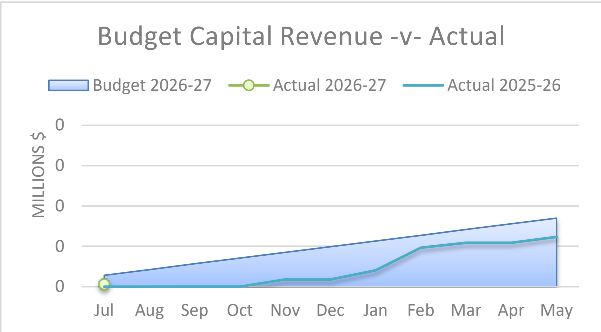


OPERATING EXPENSES

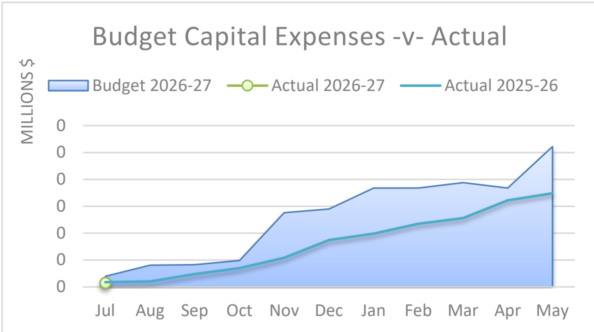


INVESTING ACTIVITIES

CAPITAL REVENUE

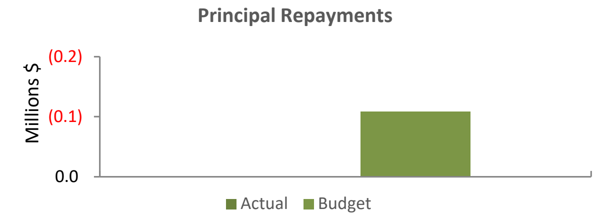


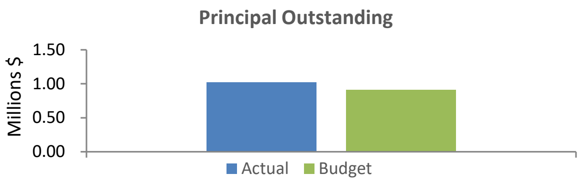
CAPITAL EXPENSES



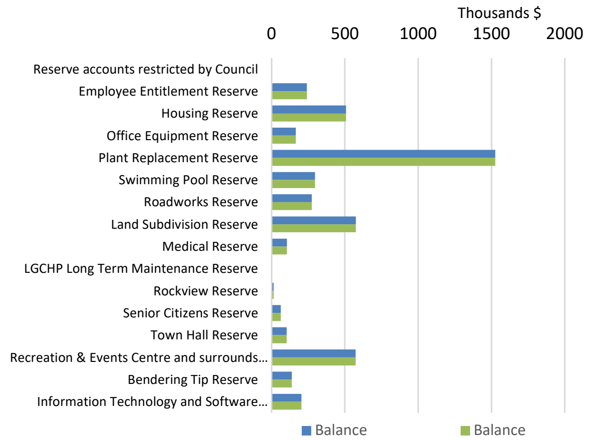
FINANCING ACTIVITIES

BORROWINGS

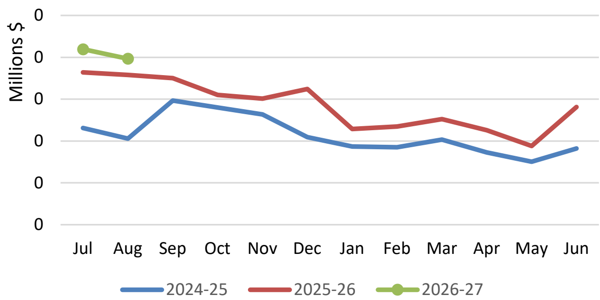




RESERVES



Closing funding surplus / (deficit)



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

3 CASH AND FINANCIAL ASSETS AT AMORTISED COST

Description	Classification	Unrestricted	Reserve Accounts	Total	Trust	Institution	Interest Rate	Maturity Date
		$	$	$	$			
Cash Float on Hand	Cash and cash equivalents	400		400				
Municipal Fund	Cash and cash equivalents	2,837,574		2,837,574		NAB	0.00%	At Call
Overnight Cash Deposit Facili	Cash and cash equivalents	3,938,257		3,938,257		WATC/NAB	4.05%	At Call
Trust Fund	Cash and cash equivalents	0		0	102,974	NAB	0.00%	At Call
Police Licensing Trust Fund	Cash and cash equivalents	0		0	11,917	NAB	0.00%	At Call
Municipal Cash at Bank at Cal	Cash and cash equivalents	587,236		587,236		NAB	0.55%	At Call
Reserves Fund	Financial assets at amortised cost	0	4,787,066	4,787,066		NAB	4.10%	06/2027
The Stevenson Trust	Financial assets at amortised cost	0		0	842,437	NAB	5.01%	1/06/2027
Total		**7,363,467**	**4,787,066**	**12,150,533**	**957,328**			
Comprising								
Cash and cash equivalents		7,363,467	0	7,363,467	114,891			
Financial assets at amortised cost - Term Deposits		0	4,787,066	4,787,066	842,437			
		7,363,467	**4,787,066**	**12,150,533**	**957,328**			

KEY INFORMATION

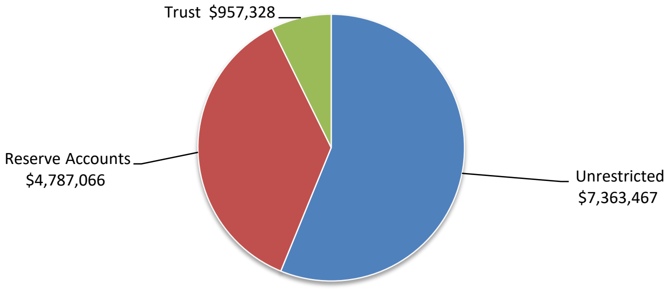
Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 8 - Other assets.



4 RESERVE ACCOUNTS

Reserve account name	Budget Opening Balance	Budget Transfers In (+)	Budget Transfers Out (-)	Budget Closing Balance	Actual Opening Balance	Actual Transfers In (+)	Actual Transfers Out (-)	Actual Closing Balance
	$	$	$	$	$	$	$	$
Reserve accounts restricted by Council								
Employee Entitlement Reserve	240,238	23,819	0	264,057	240,239	0	0	240,239
Housing Reserve	507,153	129,171	0	636,324	507,153	0	0	507,153
Office Equipment Reserve	164,390	9,455	(10,000)	163,845	164,390	0	0	164,390
Plant Replacement Reserve	1,525,732	87,757	(350,000)	1,263,489	1,525,732	0	0	1,525,732
Swimming Pool Reserve	296,740	67,068	0	363,808	296,740	0	0	296,740
Roadworks Reserve	274,549	65,792	0	340,341	274,549	0	0	274,549
Land Subdivision Reserve	574,962	45,071	0	620,033	574,962	0	0	574,962
Medical Reserve	105,035	11,042	0	116,077	105,035	0	0	105,035
LGCHP Long Term Maintenance Reserve	4,140	238	0	4,378	4,140	0	0	4,140
Rockview Reserve	13,588	782	0	14,370	13,588	0	0	13,588
Senior Citizens Reserve	62,644	13,603	0	76,247	62,644	0	0	62,644
Town Hall Reserve	102,908	10,919	0	113,827	102,908	0	0	102,908
Recreation & Events Centre and surrounds Rese	573,503	82,986	0	656,489	573,503	0	0	573,503
Bendering Tip Reserve	137,559	17,912	0	155,471	137,559	0	0	137,559
Information Technology and Software Reserve	203,924	111,729	0	315,653	203,924	0	0	203,924
	4,787,065	**677,344**	**(360,000)**	**5,104,409**	**4,787,066**	**0**	**0**	**4,787,066**

5 CAPITAL ACQUISITIONS

Capital acquisitions	Adopted Budget	YTD Budget	YTD Actual	YTD Variance
	$	$	$	$
Buildings	245,000	0	182	182
Furniture and equipment	55,000	0	0	0
Plant and equipment	2,047,300	400,000	129,034	(270,966)
Acquisition of property, plant and equipment	**2,347,300**	**400,000**	**129,216**	**(270,784)**
Infrastructure - roads	2,544,891	0	14,727	14,727
Infrastructure - footpaths	128,570	0	0	0
Infrastructure - other	137,100	0	0	0
Infrastructure - parks and ovals	140,000	0	0	0
Acquisition of infrastructure	**2,950,561**	**0**	**14,727**	**14,727**
Total capital acquisitions	**5,297,861**	**400,000**	**143,943**	**(256,057)**
Capital Acquisitions Funded By:				
Capital grants and contributions	1,698,357	283,058	55,463	(227,595)
Other (disposals & C/Fwd)	542,556	0	0	0
Reserve accounts				
Office Equipment Reserve	10,000		0	0
Plant Replacement Reserve	350,000		0	0
Contribution - operations	2,696,948	116,942	88,480	(28,462)
Capital funding total	**5,297,861**	**400,000**	**143,943**	**(256,057)**

KEY INFORMATION

Initial recognition

An item of property, plant and equipment or infrastructure that qualifies for recognition as an asset is measured at its cost.

Upon initial recognition, cost is determined as the amount paid (or other consideration given) to acquire the assets, plus costs incidental to the acquisition. The cost of non-current assets constructed by the Shire includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads. For assets acquired at zero cost or otherwise significantly less than fair value, cost is determined as fair value at the date of acquisition.

Assets for which the fair value as at the date of acquisition is under $5,000 are not recognised as an asset in accordance with *Local Government (Financial Management) Regulation 17A(5).* These assets are expensed immediately.

Where multiple individual low value assets are purchased together as part of a larger asset or collectively forming a larger asset exceeding the threshold, the individual assets are recognised as one asset and capitalised.

Individual assets that are land, buildings and infrastructure acquired between scheduled revaluation dates of the asset class in accordance with the Shire's revaluation policy, are recognised at cost and disclosed as being at reportable value.

Measurement after recognition

Plant and equipment including furniture and equipment and right-of-use assets (other than vested improvements) are measured using the cost model as required under *Local Government (Financial Management) Regulation 17A(2).* Assets held under the cost model are carried at cost less accumulated depreciation and any impairment losses being their reportable value.

Reportable Value

In accordance with *Local Government (Financial Management) Regulation 17A(2),* the carrying amount of non-financial assets that are land and buildings classified as property, plant and equipment, investment properties, infrastructure or vested improvements that the local government controls.

Reportable value is for the purpose of *Local Government (Financial Management) Regulation 17A(4)* is the fair value of the asset at its last valuation date minus (to the extent applicable) the accumulated depreciation and any accumulated impairment losses in respect of the non-financial asset subsequent to its last valuation date.

SHIRE OF CORRIGIN

5 CAPITAL ACQUISITIONS (CONTINUED) - DETAILED

Capital expenditure total
Level of completion indicators

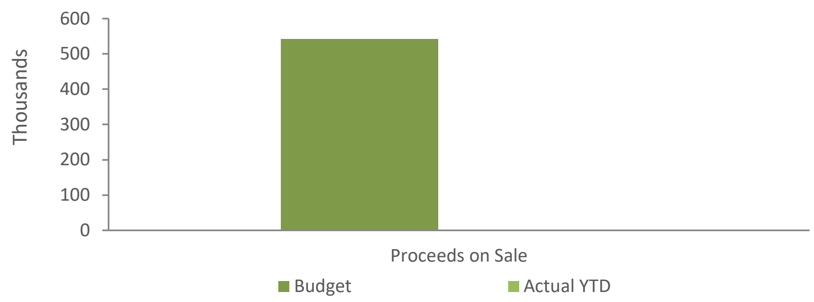
0%
20%
40%
60%
80%
100%
Over 100%

Percentage Year to Date Actual to Annual Budget expenditure where the expenditure over budget highlighted in red.

Account Description		Adopted Budget	YTD Budget	YTD Actual	Variance (Under)/Over
		$	$	$	$
1 Spanney St	Patio/Shade Structure	15,000	0	0	0
Bilbarin Hall	Redevelopment of precinct	150,000	0	182	(182)
CREC	Construct Portico at entrance	80,000	0	0	0
Loch Ness Dam	Aerator - Dam	20,000	0	0	0
Chambers	New Microphone System	20,000	0	0	0
CRC	New Photocopier	15,000	0	0	0
ROE Health	ROE EHO Vehicle - 4CR	67,600	0	0	0
Health	Doctors Vehicle - CR1000	72,500	0	0	0
Roads and Civil	Prime Mover - CR19 (2008 Mack Prime Mover)	400,000	400,000	0	400,000
Roads and Civil	Mini Excavator (2011 Kubota Mini Excavator U55-4G - CR720)	150,000	0	0	0
Roads and Civil	Tipper Truck - (2014 Isuzu FRR 500 Tip Truck - CR3)	140,000	0	0	0
Roads and Civil	Crew Cab Truck - carryover 25/26 CR18	120,000	0	0	0
Roads and Civil	Prime Mover - carryover 25/26 CR7 2011 Iveco Powerstar 6X4 I	360,000	0	0	0
Roads and Civil	Side Tipper Trailer (1998 Haulmore Side Tipper Trailer - CR328	150,000	0	0	0
Roads and Civil	Utility Mower - (2019 Toro Groundmaster 360 4WD - CR650)	45,000	0	0	0
Other Property& Service	MWS Vehicle - 1CR	67,600	0	0	0
Other Property& Service	New Trailer - 2009 Bobcat Tandem Axle Trailer with loading ram	15,000	0	0	0
Other Property& Service	New Trailer - replace 1995 Promark Vacuum Trailer - CR3216	10,000	0	0	0
Other Property& Service	2019 Holden Colorado 4x4 Single Cab Chassis LS Auto Summit	67,600	0	0	0
Other Property& Service	CEO Vehicle - carryover 25/26 CR1	77,000	0	76,396	(76,396)
Other Property& Service	DCEO Vehicle - carryover 25/262CR	55,000	0	52,638	(52,638)
Other Property& Service	Other Small Miscellaneous Plant (>$5,000 ex GST) - inlcudes ca	30,000	0	0	0
Depot	CCTV	10,000	0	0	0
CREC	Generator - Evacuation Centre (Power Resilience Project)	210,000	0	0	0
Rotary Park	Shade Shelter - over BBQ's - Rotary Park	20,000	0	0	0
Old Tennis Courts (Skat	Redevelopment of old tennis courts	100,000	0	0	0
CREC	Repair/upgrade railings	20,000	0	0	0
Swimming Pool	Retiling of top edge (Main Pool)	30,000	0	0	0
Swimming Pool	Retilling of top edging toddler pools	30,000	0	0	0
Caravan Park	Install Patio	17,100	0	0	0
Main Street Car Bays (C	Electric Vehicle Charging Station (carryover 24/25)	60,000	0	0	0
Goyder St	Reconstruct	377,062	0	0	0
Lomos Rd	Reseal	66,620	0	0	0
Bullaring Gorge Rock R	Widen intersection and approaches, install ruble strips, remove l	529,326	0	14,727	(14,727)
Doyle Rd	Widen and Gravel Resheet	53,550	0	0	0
Corrigin South Rd	Final Seal	125,079	0	0	0
Corrigin South Rd	Reconstruct	498,739	0	0	0
Wickepin Corrigin Rd	Reconstruct and Widen	578,688	0	0	0
Wickepin Corrigin Rd	Final Seal	201,200	0	0	0
Bilbarin Quairading Rd	Reseal	114,627	0	0	0
Camm St	Footpath Upgrade	128,570	0	0	0

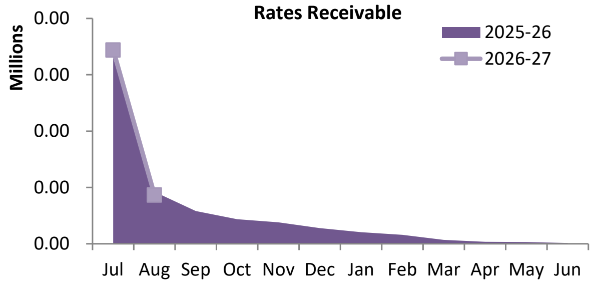
6 DISPOSAL OF ASSETS

		Budget				YTD Actual			
Asset Ref.	**Asset description**	**Net Book Value**	**Proceeds**	**Profit**	**(Loss)**	**Net Book Value**	**Proceeds**	**Profit**	**(Loss)**
		$	$	$	$	$	$	$	$
	Buildings								
100549	Rockview Homestead (Demolition)	39,014	0	0	(39,014)	0	0	0	0
212	Rotary Park Toilet Block (Demolition)	63,512	0	0	(63,512)	0	0	0	0
	Plant and equipment								
1001141	2026 Ford Everest SUV 2.0L BiT DSL 10 Speed Auto Arctic White - 4CR	43,883	40,000	0	(3,883)	0	0	0	0
1001039	2025 Toyota Kluger AWD 2.5L Hybrid - CR1000	46,479	60,000	13,521	0	0	0	0	0
10049	1998 Haulmore Side Tipping Trailer - CR3281	0	35,000	35,000	0	0	0	0	0
100721	2014 Isuzu FRR 500 Tip Truck - CR3	16,944	40,000	23,056	0	0	0	0	0
100666	2011 Kubota Mini Excavator U55-4G - CR720	23,005	25,000	1,995	0	0	0	0	0
100663	2011 Iveco Powerstar 6X4 Prime Mover (CR7)	32,620	60,000	27,380	0	0	0	0	0
100579	2008 Mack Prime Mover (CR19) (carryover 25/26)	7,903	90,000	82,097	0	0	0	0	0
100746	2014 Isuzu 5 tonne Crew Cab (CR18) (carryover 25/26)	16,941	25,000	8,059	0	0	0	0	0
1001019	2019 Toro Groundmaster 360 4WD - CR650	11,730	10,000	0	(1,730)	0	0	0	0
1001140	2025 Ford Everest SUV 2.0L BiT DSL 10 Speed Auto Arctic White - 1CR	43,883	45,000	1,117	0	0	0	0	0
1001138	2025 Toyota Prado DSL GXL Wagon Glacier White - CEO Vehicle - CR1	39,615	71,056	31,441	0	0	0	0	0
1001109	Mazda CX-5 M 6A Maxx Sport Petrol FWD Sonic Silver 2023 - 2CR	26,864	22,500	0	(4,364)	0	0	0	0
100489	2007 John Papas Trailer (1THY294)(carryover 24/25)	0	5,000	5,000	0	0	0	0	0
549	1996 7x5 Tandem Tipper Trailer (CR3246)(carryover 24/25)	0	2,000	2,000	0	0	0	0	0
100645	2009 Bobcat Tandem Axle Trailer with Loading Ramps - 1TKN581	1,941	7,000	5,059	0	0	0	0	0
317	1995 Promark Turf Vacuum Trailer - CR3216	0	5,000	5,000	0	0	0	0	0
		414,333	**542,556**	**240,726**	**(112,503)**	**0**	**0**	**0**	**0**



7 RECEIVABLES

Rates receivable	30 Jun 2026	31 Aug 2026
	$	$
Opening arrears previous year	14,442	14,560
Levied this year	3,284,522	3,418,347
Less - collections to date	(3,284,404)	(2,564,115)
Net rates collectable	**14,560**	**868,792**
% Collected	99.6%	74.7%



Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Receivables - general	(167)	34,982	2,635	2,307	3,343	43,100
Percentage	(0.4%)	81.2%	6.1%	5.4%	7.8%	
Balance per trial balance						
Trade receivables						43,100
GST receivable						52,924
Receivables for employee related provisions						45,984
Total receivables general outstanding						**142,008**

Amounts shown above include GST (where applicable)

KEY INFORMATION

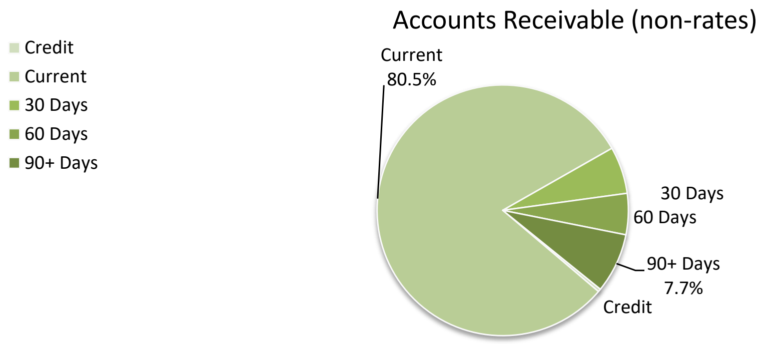
Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Trade receivables are recognised at original invoice amount less any allowances for uncollectable amounts (i.e. impairment). The carrying amount of net trade receivables is equivalent to fair value as it is due for settlement within 30 days.

Classification and subsequent measurement

Receivables which are generally due for settlement within 30 days except rates receivables which are expected to be collected within 12 months are classified as current assets. All other receivables such as, deferred pensioner rates receivable after the end of the reporting period are classified as non-current assets.

Trade and other receivables are held with the objective to collect the contractual cashflows and therefore the Shire measures them subsequently at amortised cost using the effective interest rate method.



8 OTHER CURRENT ASSETS

Other current assets	Opening Balance 1 July 2026	Asset Increase	Asset Reduction	Closing Balance 31 August 2026
	$	$	$	$
Financial assets at amortised cost - term deposits	4,787,066	0	0	4,787,066
Inventory				
Fuel	29,901	0	(44,851)	(14,950)
Land held for resale				
- Cost of acquisition	65,000	0	0	65,000
Other assets				
Prepayments	5,541	0	(5,541)	0
Joint Ventures	14,755	28,826	(31,906)	11,675
Total other current assets	**4,902,263**	**28,826**	**(82,298)**	**4,848,791**

Amounts shown above include GST (where applicable)

KEY INFORMATION

Inventory
Inventories are measured at the lower of cost and net realisable value.
Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale
Land held for development and resale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Borrowing costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed onto the buyer at this point.

Land held for resale is classified as current except where it is held as non-current based on the Council’s intentions to release for sale.

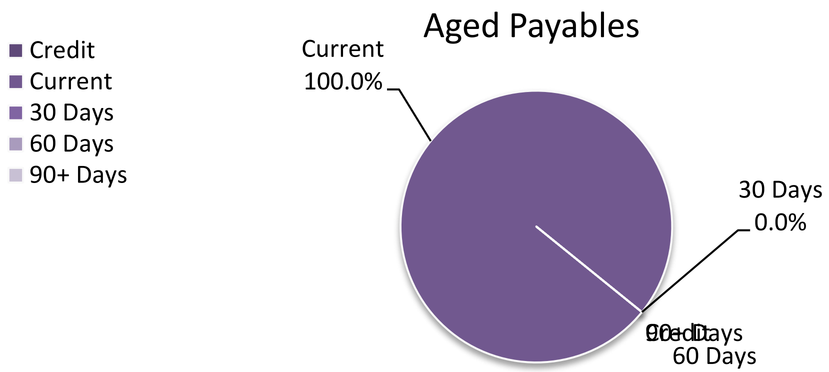
Sale of Land held for resale	Net Book Value	Proceeds	Profit	(Loss)	Net Book Value	Proceeds	Profit	(Loss)
Description	$	$	$	$	$	$	$	$
Lot 107 Courboules Crescent	35,000	40,000	5,000	0	0	0	0	0
Lot 108 Courbourles Crescent	30,000	35,000	5,000	0	0	0	0	0
							0	0
	65,000	75,000	10,000	0	0	0	0	0

9 PAYABLES

Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	$	$	$	$	$	$
Payables - general	0	101,300	0	0	0	101,300
Percentage	0.0%	100.0%	0.0%	0.0%	0.0%	
Balance per trial balance						
Sundry creditors						101,300
ATO liabilities						14,359
Payroll Creditors						41,486
Accrued Expenses						36,570
Bonds and Deposits						(823)
Total payables general outstanding						**192,892**

Amounts shown above include GST (where applicable)

KEY INFORMATION
Trade and other payables represent liabilities for goods and services provided to the Shire prior to the end of the period that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.
The carrying amounts of trade and other payables are considered to be the same as their fair values, due to their short-term nature.



10 BORROWINGS

Repayments - borrowings

Information on borrowings			New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	**Loan No.**	**1 July 2026**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**	**Actual**	**Budget**
		$	**$**	**$**	**$**	**$**	**$**	**$**	**$**	**$**
Community Recreation & Events Centre	102	1,023,119	0	0	0	(108,322)	1,023,119	914,797	0	(46,231)
Total		**1,023,119**	**0**	**0**	**0**	**(108,322)**	**1,023,119**	**914,797**	**0**	**(46,231)**
Current borrowings		108,322					108,322			
Non-current borrowings		914,797					914,797			
		1,023,119					**1,023,119**			

All debenture repayments were financed by general purpose revenue.

KEY INFORMATION
The City has elected to recognise borrowing costs as an expense when incurred regardless of how the borrowings are applied.

Fair values of borrowings are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short term nature.

11 OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2026	Liability transferred from/(to) non current	Liability Increase	Liability Reduction	Closing Balance 31 August 2026
		$	$	$	$	$
Other liabilities						
Excess Rates		41,144	0	11,255	(37,937)	14,462
Total other liabilities		41,144	0	11,255	(37,937)	14,462
Employee Related Provisions						
Provision for annual leave		144,254	0	0	0	144,254
Provision for long service leave		214,043	0	0	0	214,043
Other employee leave provisions		42,567	0	0	0	42,567
Employment on-costs		31,303	0	0	0	31,303
Total Provisions		432,167	0	0	0	432,167
Total other current liabilities		**473,311**	**0**	**11,255**	**(37,937)**	**446,629**

Amounts shown above include GST (where applicable)

A breakdown of contract liabilities and associated movements is provided on the following pages at Note

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee Related Provisions

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as employee related provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

Contract liabilities

An entity's obligation to transfer goods or services to a customer for which the entity has received consideration (or the amount is due) from the customer.

Capital grant/contribution liabilities

Grants to acquire or construct recognisable non-financial assets to identified specifications be constructed to be controlled by the Shire are recognised as a liability until such time as the Shire satisfies its obligations under the agreement.

12 GRANTS, SUBSIDIES AND CONTRIBUTIONS

Provider	Unspent grant, subsidies and contributions liability: Liability 1 July 2026	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Aug 2026	Current Liability 31 Aug 2026	Grants, subsidies and contributions revenue: Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Grants and subsidies								
Grants Commission Grant Received - General Purpos	0	0	0	0	0	771,501	192,875	80,914
Grants Commission Grant Received - Local Roads	0	0	0	0	0	447,544	111,886	35,013
DFES LGGS Funding	0	0	0	0	0	82,780	13,796	24,145
CRC Funding Income	0	0	0	0	0	119,417	0	29,854
Direct Grants Income - Main Roads	0	0	0	0	0	269,242	44,872	269,242
	0	**0**	**0**	**0**	**0**	**1,690,484**	**363,429**	**439,168**
Contributions								
CRC Grant Funding Income	0	0	0	0	0	4,000	666	4,000
Other Culture Income	0	0	0	0	0	2,500	416	0
	0	**0**	**0**	**0**	**0**	**6,500**	**1,082**	**4,000**
TOTALS	**0**	**0**	**0**	**0**	**0**	**1,696,984**	**364,511**	**443,168**

13 CAPITAL GRANTS, SUBSIDIES AND CONTRIBUTIONS

	Capital grant/contribution liabilities					Capital grants, subsidies and contributions revenue		
Provider	Liability 1 July 2026	Increase in Liability	Decrease in Liability (As revenue)	Liability 31 Aug 2026	Current Liability 31 Aug 2026	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
	$	$	$	$	$	$	$	$
Capital grants and subsidies								
Funding - Emergency Power Supply - CREC Generator	0	0	0	0	0	150,000	25,000	0
Grant - Regional Road Group Income	0	0	0	0	0	519,925	86,654	0
Grant - Roads to Recovery Income	0	0	0	0	0	582,558	97,092	55,463
Grant - MRWA Blackspot Income	0	0	0	0	0	346,884	57,814	0
Misc Income, Streets Roads - Camm Street Shared Path Grant	0	0	0	0	0	64,285	10,714	0
Public Utilites Other Income - Charge up Workplace Grant	0	0	0	0	0	34,705	5,784	0
	0	**0**	**0**	**0**	**0**	**1,698,357**	**283,058**	**55,463**

14 TRUST FUND

Funds held at balance date which are required by legislation to be credited to the trust fund and which are not included in the financial statements are as follows:

Description	Opening Balance 1 July 2026	Amount Received	Amount Paid	Closing Balance 31 August 2026
	$	$	$	$
Community Funds Held	102,912	0	0	**102,912**
Edna Stevenson Educational Trust	844,609	29	(2,200)	**842,438**
Police Licensing	1,743	119,934	(109,764)	**11,913**
Westrail Bus Ticketing	134	22	(91)	**65**
	949,398	**119,985**	**(112,055)**	**957,328**

Risk Management Framework

For review by Audit, Risk and Improvement Committee, and Council
– Adopted by Council XXXX

(To be reviewed every 18 months)

Table of Contents

Document Control – RM.0014

Date of Review/Amendment	Review/Amendment Details
18 March 2025	Reviewed and endorsed by Council
8 May 2026	One and a Half Yearly Review

Introduction

The Shire of Corrigin's (Shire) Risk Management Policy in conjunction with the components of this document encompasses the Shire's Risk Management Framework. It sets out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks.

All components of this document are based on AS/NZS ISO 31000:2018 Risk management - Guidelines.

It is essential that all areas of the Shire adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives is understood.

This Framework aims to balance a documented, structured and systematic process with the current size and complexity of the Shire.

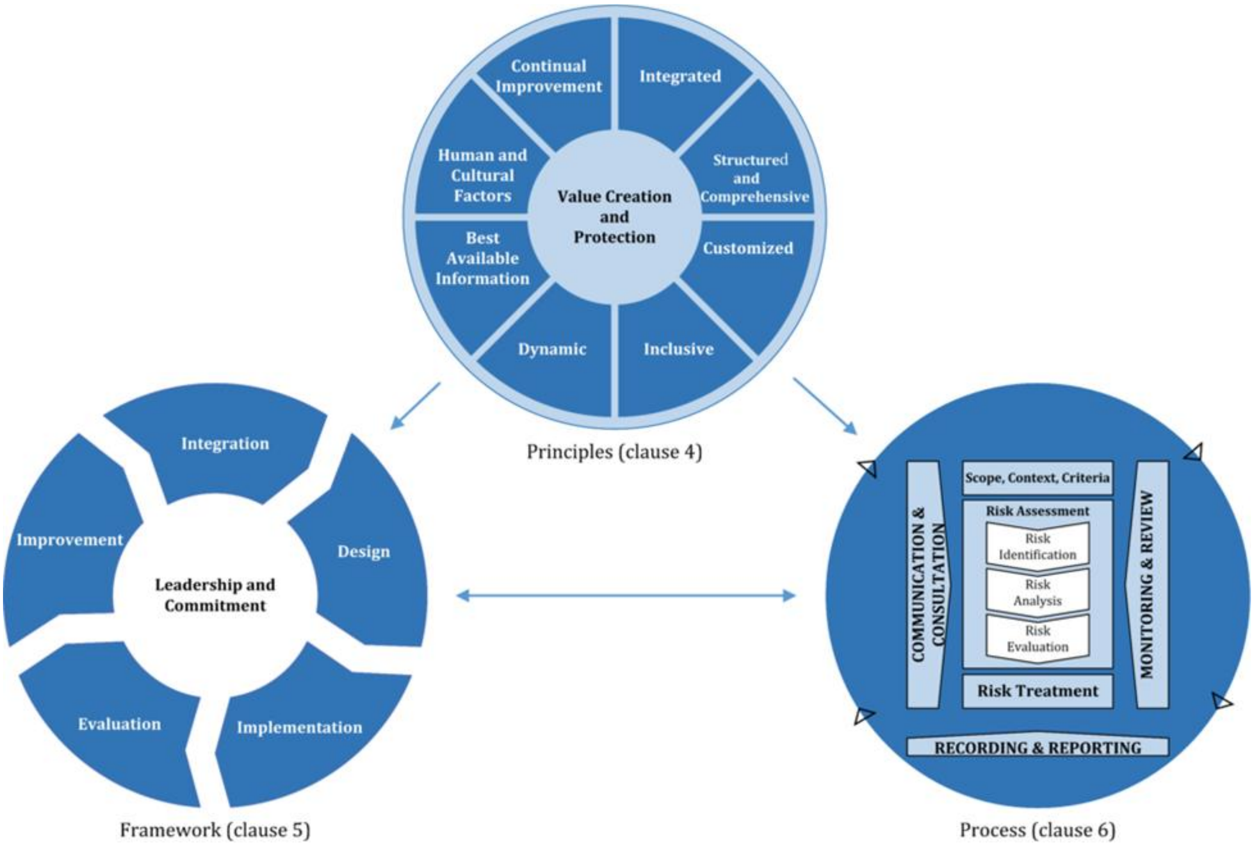


Figure 1: Relationship between the risk management principles, framework and process (Source: ISO 31000:2018)

Governance

Appropriate governance of risk management within the Shire provides:

- Transparency of decision making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective Governance Structure to support the risk framework.

Framework Review

The Risk Management Framework is to be reviewed for appropriateness and effectiveness at least every 18 months.

Operating Model

The Shire has adopted a Three Lines of Defence model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support delivery of the Shire's Strategic, Corporate and Operational Plans.

First Line of Defence

All operational areas of the Shire are considered 1st Line. They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include;

- Establishing and implementing appropriate processes and controls for the management of risk (in line with these procedures).
- Undertaking adequate analysis (data capture) to support the risk decision-making process.
- Prepare risk acceptance proposals where necessary, based on the level of residual risk.
- Retain primary accountability for the ongoing management of their risk and control environment.

Second Line of Defence

The Deputy Chief Executive Officer acts as the primary 2nd line and oversees the risk management framework. They draft and implement the governance procedures and provide the necessary tools and training to support the 1st line process.

Maintaining oversight on the application of the framework provides a transparent view and level of assurance to the 1st and 3rd lines on the risk and control environment. Support can be provided by additional oversight functions completed by other 1st Line Teams (where applicable). Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Coordinating the Shire's risk reporting for the CEO and Senior Management Team and the Audit, Risk and Improvement Committee.

Third Line of Defence

Internal and External Audits are the third line of defence, providing independent assurance to the Council, Audit, Risk and Improvement Committee and Shire Management on the effectiveness of business operations and oversight frameworks (1st and 2nd Line).

<u>Internal Audit</u> – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures. The scope of which would be determined by the CEO with input from the Audit, Risk and Improvement Committee.

<u>External Audit</u> – Appointed by the Office of Auditor General to report independently to the President and CEO on the annual financial statements only.

Governance Structure

The following diagram depicts the current operating structure for risk management within the Shire.

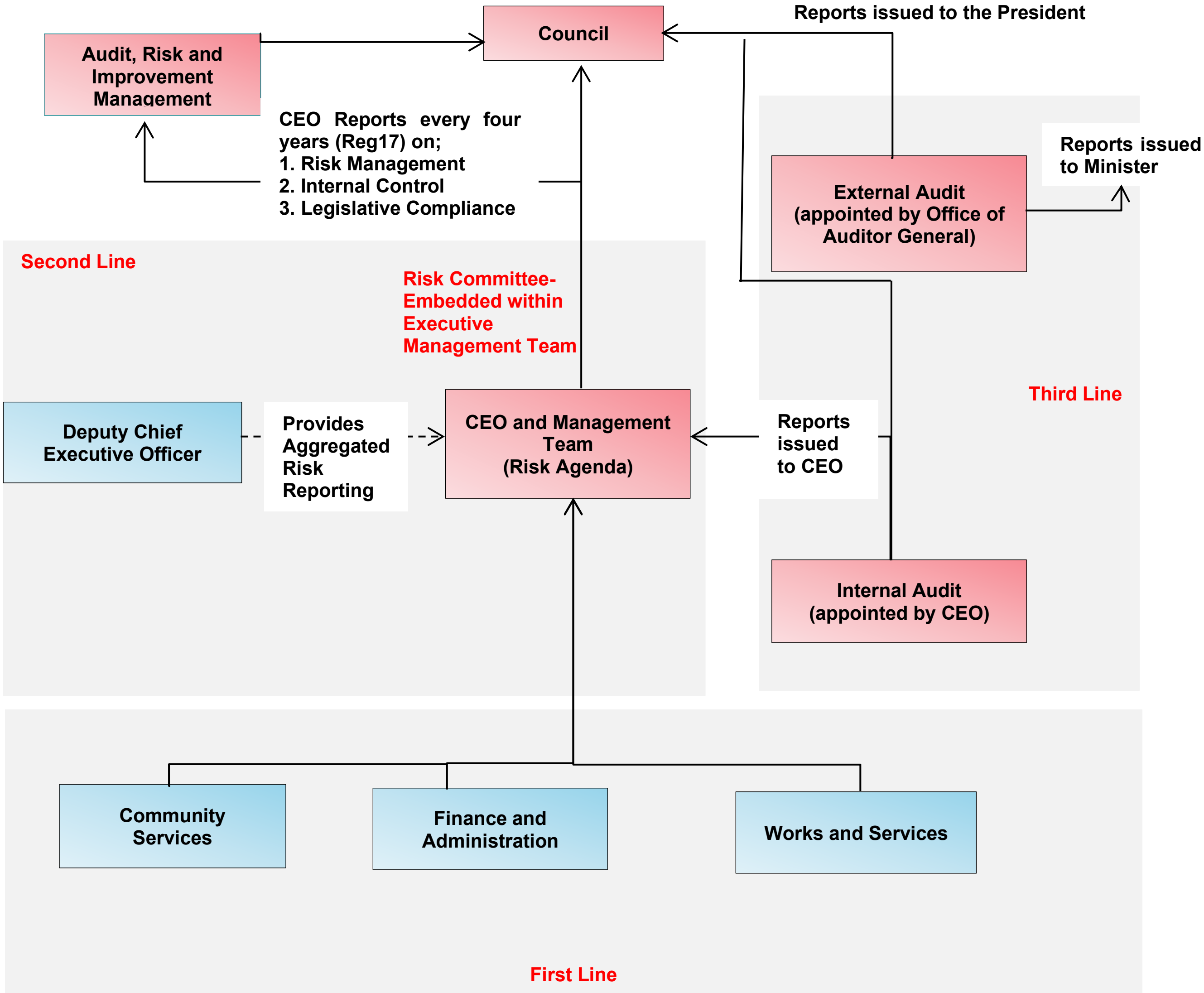


Figure 2: Operating Model

Roles and Responsibilities

Council

- Review and approve the Shire's Risk Management Policy and Risk Assessment and Acceptance Criteria.
- Appoint / Engage external Auditors to report on financial statements annually.
- Establish and maintain an Audit, Risk and Improvement Committee in terms of the Local Government Act.

Audit, Risk and Improvement Committee

- Regular review of the appropriateness and effectiveness of the Framework.
- Support Council to provide effective corporate governance.
- Oversight of all matters that relate to the conduct of External Audits.
- Must be independent, objective and autonomous in deliberations.

CEO / Management Team

- Appoint Internal Auditors as required under Local Government (Audit) Regulations.
- Liaise with Council in relation to risk acceptance requirements.
- Approve and review the appropriateness and effectiveness of the Risk Management Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues and trends.
- Document decisions and actions arising from risk matters.
- Own and manage the Risk Profiles at Shire Level.
- Oversee and facilitate the Risk Management Framework.
- Support reporting requirements for risk matters.

Deputy CEO

- Oversee and facilitate the Risk Management Framework.
- Support reporting requirements for risk matters.

Managers/ Work Areas

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the Risk and Control Management process as required.
- Highlight any emerging risks or issues accordingly.
- Incorporate Risk Management into Meetings, by incorporating the following agenda items;
    - New or emerging risks.
    - Review existing risks.
    - Control adequacy.
    - Outstanding issues and actions.

Document Structure (Framework)

The following diagram depicts the relationship between the Risk Management Policy, Procedures and supporting documentation and reports.

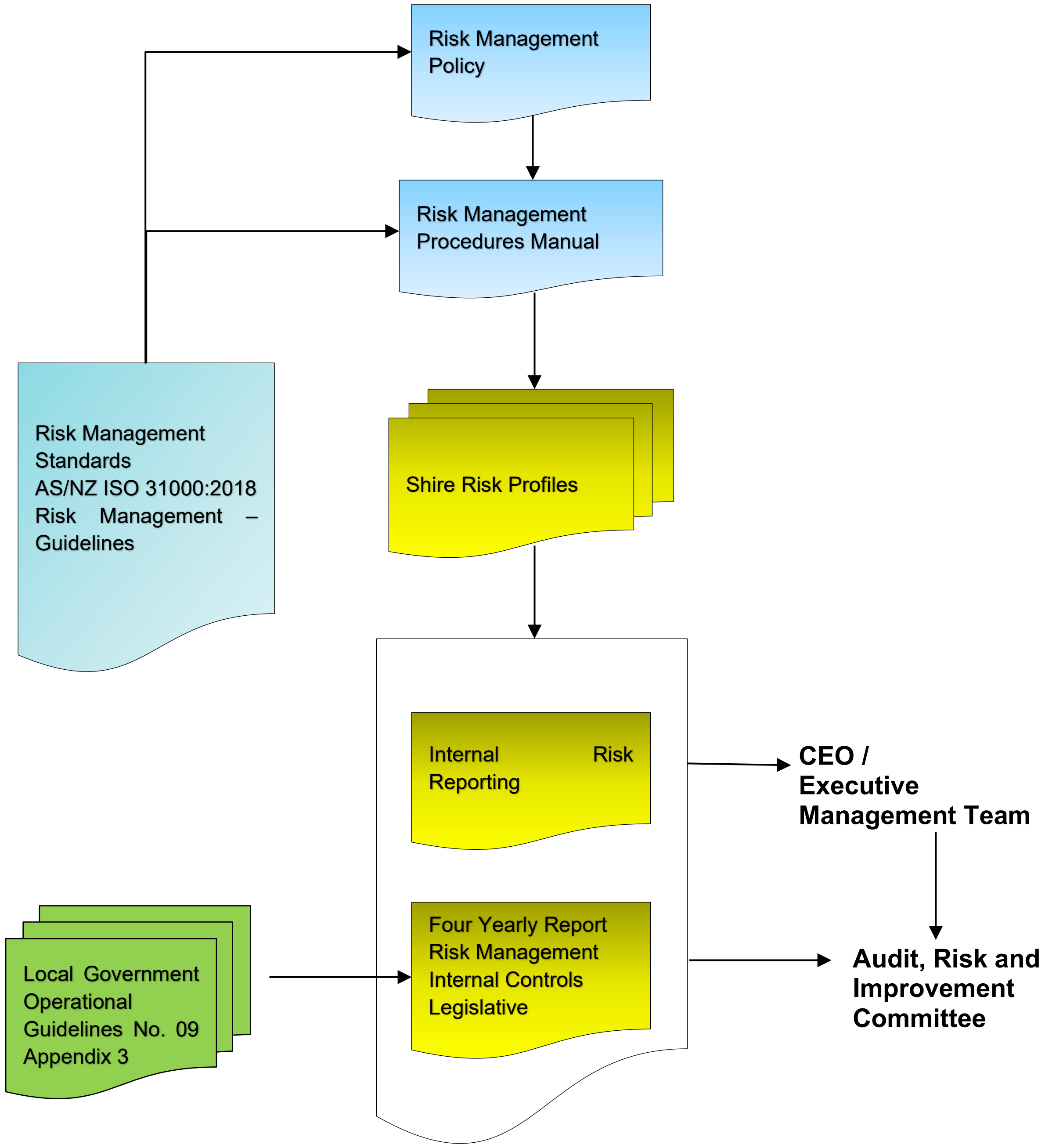


Figure 3: Document Structure

Risk Management Procedures

All Work Areas of the Shire are required to assess and manage the risk profiles on an ongoing basis.

Each Manager, in conjunction with the CEO and Deputy CEO is accountable for ensuring that risk profiles are:

- Reflective of the material risk landscape of the shire.
- Reviewed on at least an 18 month rotation, or sooner if there has been a material restructure or change in the risk and control environment.
- Maintained in the standard format.

This process is supported by key data inputs, workshops and ongoing business engagement.

The risk management process is standardised across all areas of the Shire. The following diagram outlines that process with the following commentary providing broad descriptions of each step.

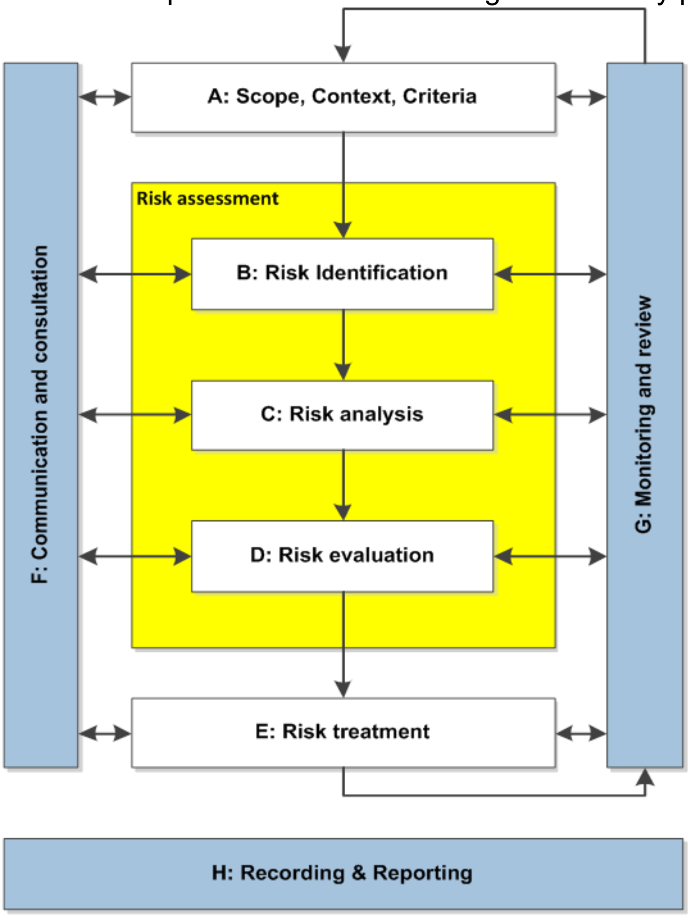


Figure 4: Risk Management Process ISO 31000:2018

A: Scope, Context, Criteria

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

Organisational Criteria

This includes the Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed. In addition, existing Risk Themes are to be utilised (Appendix C) where possible to assist in the categorisation of related risks.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision-making processes.

Scope and Context

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process. Risk sources can be internal or external.
For specific risk assessment purposes the Shire has three levels of risk assessment context:

Strategic Context

These risks are associated with achieving the organisation's long term objectives. Inputs to establishing the strategic risk assessment context may include;

- Organisational Values / Vision
- Stakeholder Analysis
- Environment Scan / SWOT Analysis
- Strategies / Objectives / Goals (Integrated Planning and Reporting)

Operational Context

The Shire's day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its key activities i.e. what is it aiming to achieve? In addition, existing Risk Profiles are to be utilised where possible to assist in the identification of related risks.

These Risk Profiles are expected to change over time. In order to ensure consistency, any amendments must be approved by the Executive Management Team.

Project Context

Project Risk has two main components:

- Direct refers to the risks that may arise as a result of project activity (i.e. impacting on process, resources or IT systems), which may prevent the Shire from meeting its objectives.
- Indirect refers to the risks which threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment.

B: Risk Identification

Once the context has been determined, the next step is to identify risks. This is the process of finding, recognising and describing risks. Risks are described as the point along an event sequence where control has been lost. An event sequence is shown below:

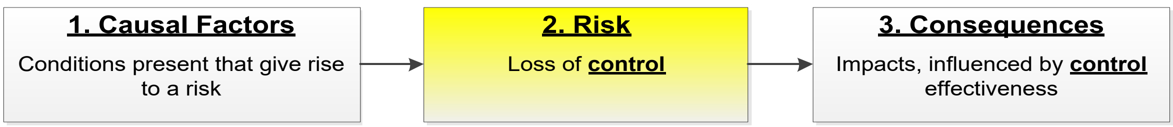


Figure 5: Event (risk) sequence

Using the specific risk assessment context as the foundation and in conjunction with relevant stakeholders, raise the questions listed below and then capture and review the information within each defined Risk Profile. The objective is to identify potential risks that could stop the Shire from achieving its goals. This step is also where opportunities for enhancement or gain across the organisation can be found.

These questions / considerations should be used only as a guide, as unidentified risks can cause major losses through missed opportunities or adverse events occurring. Additional analysis may be required.

Risks can also be identified through other business operations including policy and procedure development, internal and external audits, customer complaints, incidents and systems analysis.

Brainstorming will always produce a broad range of ideas and all things should be considered as potential risks. Relevant stakeholders are considered to be the subject experts when considering potential risks to the objectives of the work environment and should be included in all risk assessments being undertaken. Key risks can then be identified and captured within the Risk Profiles.

- What can go wrong? / What are areas of uncertainty? (**Risk Description**)
- How may this risk eventuate? **(Potential Causes**)
- What are the current measurable activities that mitigate this risk from eventuating? (**Controls**)
- What are the potential consequential outcomes of the risk eventuating? (**Consequences**)

Risk Description – describe what the risk is and specifically where control may be lost. They can also be described as an event. They are not to be confused with outcomes following an event, or the consequences of an event.

Potential Causes – are the conditions that may present or the failures that may lead to the event, or point in time when control is lost (risk).

Controls – are measures that modify risk. At this point in the process only existing controls should be considered. They must meet the following three tests to be considered as controls:

1. Is it an object, technological system and / or human action?
2. Does it, by itself, arrest or mitigate an unwanted sequence?
3. Is the required performance specifiable, measurable and auditable?

Consequences – need to be impacts to the Shire including staff, visitor or contractor injuries; financial; interruption to services; non-compliance; damage to reputation or assets or the environment. There is no need to determine the level of impact at this stage.

C: Risk Analysis

To analyse identified risks, the Shire's Risk Assessment and Acceptance Criteria (Appendix A) is now applied.

Step 1 - Consider the effectiveness of key controls

Controls need to be considered from three perspectives:

1. The design effectiveness of each individual key control.
2. The operating effectiveness of each individual key control.
3. The overall or combined effectiveness of all identified key controls.

Design Effectiveness

This process reviews the design of the controls to understand their potential for mitigating the risk without any operating influences. Controls that have inadequate designs will never be effective, no matter if it is performed perfectly every time.

There are four components to be considered in reviewing existing controls or developing new ones:

1. Completeness – The ability to ensure the process is completed once. How does the control ensure that the process is not lost or forgotten, or potentially completed multiple times?
2. Accuracy – The ability to ensure the process is completed accurately, that no errors are made or components of the process missed.
3. Timeliness – The ability to ensure that the process is completed within statutory timeframes or internal service level requirements.
4. Theft or Fraud – The ability to protect against internal misconduct or external theft / fraudulent activities.

It is very difficult to have a single control that meets all the above requirements when viewed against a Risk Profile. It is imperative that all controls are considered so that the above components can be met across numerous controls.

Operating Effectiveness

This process reviews how well the control design is being applied and the best designed control will have no impact if it is not applied correctly.

There are four main approaches that can be employed by management or the risk function to assist in determining the operating effectiveness and / or performance management.

- Re-perform –applicable for short timeframe processes where they can be re-performed. The objective is to re-perform the same task, following the design to ensure that the same outcome is achieved.
- Inspect – review the outcome of the task or process to provide assurance that the desired outcome was achieved.
- Observe – physically watch the task or process being performed.
- Inquire – through discussions with individuals / groups determine the relevant understanding of the process and how all components are required to mitigate any associated risk.

Overall Effectiveness

This is the value of the combined controls in mitigating the risk and all factors as detailed above are to be taken into account so that a considered qualitative value can be applied to the 'control' component of risk analysis.

The criterion for applying a value to the overall control is the same as for individual controls and can be found in Appendix A under Existing Control Ratings.

Step 2 – Determine the Residual Risk rating

There are three components to this step:

1. Determine relevant consequence categories and rate the 'probable worst consequence' if the risk eventuated with existing controls in place. This is not the worst case scenario but rather a qualitative judgement of the worst scenario that is probable or foreseeable. (Consequence)
2. Determine how likely it is that the 'probable worst consequence' will eventuate with existing controls in place. (Likelihood)
3. Using the Shire's Risk Matrix, combine the measures of consequence and likelihood to determine the risk rating. (Risk Rating)

D: Risk Evaluation

Risk evaluation takes the residual risk rating and applies it to the Shire's Risk Acceptance Criteria (Appendix A) to determine whether the risk is within acceptable levels to the Shire.

The outcome of this evaluation will determine whether the risk is low; moderate; high or extreme. It will also determine through the use of the Risk Acceptance Criteria, what (if any) high level actions or treatments need to be implemented.

Individual Risks or Issues may need to be escalated due to urgency, level of risk or of a systemic nature.

E: Risk Treatment

There are generally two requirements following the evaluation of risks.

1. In all cases, regardless of the residual risk rating; controls that are rated Inadequate must have a treatment plan (action) to improve the control effectiveness to at least 'Adequate'.
2. If the residual risk rating is high or extreme, treatment plans must be implemented to either:
    a. Reduce the consequence of the risk materialising.
    b. Reduce the likelihood of occurrence.
    (Note: these should have the desired effect of reducing the risk rating to at least moderate)
    c. Improve the effectiveness of the overall controls to Effective and obtain delegated approval to accept the risk as per the Risk Acceptance Criteria.

Once a treatment has been fully implemented, the Deputy CEO is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

F: Communication and Consultation

Effective communication and consultation are essential to ensure that those responsible for managing risk, and those with a vested interest, understand the basis on which decisions are made and why particular treatment / action options are selected or the reasons to accept risks have changed.

As risk is defined as the effect of uncertainty on objectives, consulting with relevant stakeholders assists in the reduction of components of uncertainty. Communicating these risks and the information surrounding the event sequence ensures decisions are based on the best available knowledge.

G: Monitoring and Review

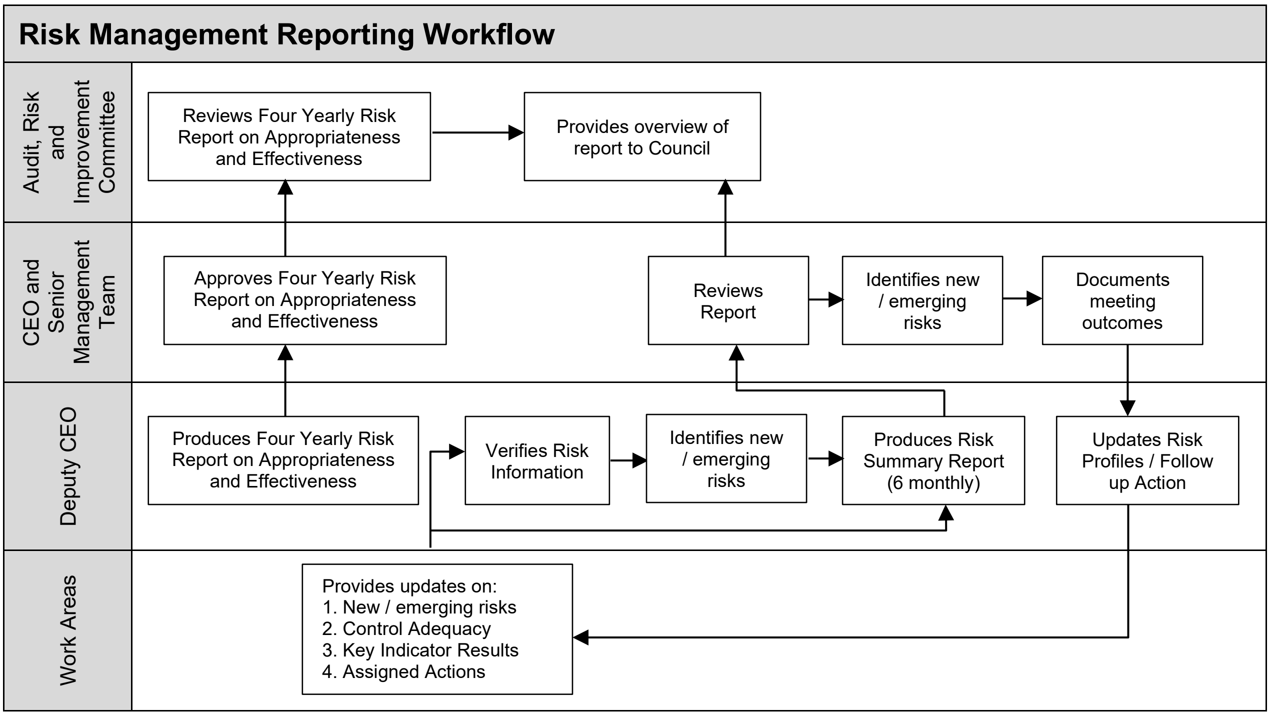
It is essential to monitor and review the management of risks, as changing circumstances may result in some risks increasing or decreasing in significance.

Regularly reviewing the effectiveness and efficiency of controls and the appropriateness of treatment / action options selected, will determine if the shire's resources are being put to the best use possible.

During the biannual reporting process (Risk Matrix report to go to the Audit, Risk and Improvement Committee every six months), management are required to review any risks within their area and follow up on controls and treatments / action mitigating those risks. Monitoring and the reviewing of risks, controls and treatments also apply to any actions / treatments to originate from an internal audit. The audit report will provide recommendations that effectively are treatments for risks that have been tested during an internal review.

H: Recording and Reporting

The following diagram provides a high level view of the ongoing reporting process for risk management.



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new, emerging risks, control effectiveness and key indicator performance to the Deputy CEO.
- Work through assigned actions and provide relevant updates to the Deputy CEO.
- Risks / Issues reported to the CEO and Executive Management Team are reflective of the current risk and control environment.

The Deputy CEO is responsible for:

- Ensuring Shire risk profiles are formally reviewed and updated, at least on an 18 month rotation or earlier when there has been a material restructure, change in risk ownership or change in the external environment.
- Six monthly risk reporting for the CEO and Executive Management Team – contains an overview of the Risk Summary for the Shire. (Risk Matrix to Audit, Risk and Improvement Committee)

Key Indicators

Key Indicators may be used for monitoring and validating key risks and controls. The following describes the process for the creation and reporting of Key Indicators:

- Identification
- Validity of source
- Tolerances
- Monitor and review

Identification

The following represent the minimum standards when identifying appropriate Key Indicators:

- The risk description and casual factors are fully understood
- The Key Indicator is fully relevant to the risk or control
- Predictive Key Indicators are adopted wherever possible
- Key Indicators provide adequate coverage over monitoring key risks and controls.

Validity of Source

In all cases an assessment of the data quality, integrity and frequency must be completed to ensure that the Key Indicator data is relevant to the risk or control.

Where possible the source of the data (data owner) should be independent to the risk owner. Overlapping Key Indicators can be used to provide a level of assurance on data integrity.

If the data or source changes during the life of the Key Indicator, the data is required to be revalidated to ensure reporting of the Key Indicator against a consistent baseline.

Tolerances

Tolerances are based on the Shire's risk appetite and are set and agreed over three levels:

- Green – within appetite; no action required.
- Amber – the key indicators must be closely monitored and relevant actions set and implemented to bring the measure back within the green tolerance.
- Red – outside risk appetite; the key indicator must be escalated to the CEO and Management Team where appropriate management actions are to be set and implemented to bring the measure back within appetite.

Monitor and Review

All active key indicators are updated as per their stated frequency of the data source.

When monitoring and reviewing key indicators, the overall trend must be considered over a longer timeframe than that of individual data movements only. The trend of the key indicators is specifically used as an input to the risk and control assessment.

Risk Acceptance

Day to day operational management decisions are generally managed under the delegated authority framework of the Shire.

Risk acceptance is a management decision to accept, within authority levels, material risks which will remain outside appetite framework (refer Appendix A – Risk Assessment and Acceptance Criteria).

The following process is designed to provide a framework for those identified risks.
The Risk Acceptance must be in writing, signed by the relevant Manager, copied to the CEO, and include:

- A description of the risk and the reasons for holding a risk outside appetite
- An assessment of the risk (e.g. Impact consequence, materiality, likelihood, working assumptions etc)
- Details of any mitigating action plans or treatment options in place
- An estimate of the expected remediation date.

A lack of budget / funding to remediate a material risk outside appetite is not sufficient justification in itself to accept a risk.

Accepted risks must be continually reviewed through standard operating reporting structure (ie. Management Team)

Appendix A – Risk Assessment and Acceptance Criteria

Shire of Corrigin Measures of Consequence									
Rating (Level)	**Health**	**Financial Impact**	**Service Interruption**	**Compliance**	**Reputational**	**Property**	**Environment**	**Project TIME**	**Project COST**
Insignificant (1)	Near miss. Minor first aid injuries	Less than $20,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
Minor (2)	Medical type injuries	$20,001 - $100,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
Moderate (3)	Lost time injury <30 days	$100,001 - $500,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
Major (4)	Lost time injury >30 days	$500,001 - $1,000,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal and external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
Catastrophic (5)	Fatality, permanent disability	More than $1,000,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment and building	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%

Measures of Likelihood			
Level	**Rating**	**Description**	**Frequency**
5	**Almost Certain**	The event is expected to occur in most circumstances	More than once per year
4	**Likely**	The event will probably occur in most circumstances	At least once per year
3	**Possible**	The event should occur at some time	At least once in 3 years
2	**Unlikely**	The event could occur at some time	At least once in 10 years
1	**Rare**	The event may only occur in exceptional circumstances	Less than once in 15 years

Risk Matrix						
Consequence Likelihood		**Insignificant**	**Minor**	**Moderate**	**Major**	**Catastrophic**
		1	2	3	4	5
Almost Certain	**5**	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	**4**	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	**3**	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	**2**	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	**1**	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria			
Risk Rank	**Description**	**Criteria**	**Responsibility**
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring	Director/ CEO
EXTREME	Unacceptable	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO and Council

Existing Controls Ratings		
Rating	**Foreseeable**	**Description**
Effective	There is little scope for improvement.	Processes (Controls) operating as intended and aligned to Policies / Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is some scope for improvement.	Processes (Controls) generally operating as intended, but inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a need for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist, or are not compliant. Have not been reviewed or tested for some time.

Appendix B – Risk Profile Template (for use in Risk Matrix report)

Risk Theme	Date
(What could go right / wrong?) *Definition of Theme*	

Potential causes *(What could cause it to go right / wrong?)* *List of potential causes*

Controls *(What we have in place to prevent it going wrong)*	**Type**	**Date**	**Rating**
List of Controls	Detective		
	Preventative		
	Recovery		

Overall Control Ratings:	

Current Issues / Actions / Treatments	**Due Date**	**Responsibility**
List current issues / actions / treatments		

Consequence Category	**Risk Ratings**	**Rating**
	Consequence:	
	Likelihood:	

Overall Risk Ratings:	

Indicators *(These would 'indicate' to us that something has gone right / wrong)*	**Type**	**Benchmark / Tolerance**
List of Indicators	Leading	
	Lagging	
Comments *Rationale for all above ratings*		

Appendix C – Risk Theme Definitions (for use in Risk Matrix report)

1. Asset Sustainability practices

- Failure or reduction in service of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated lifecycle from procurement to maintenance and ultimate disposal. Areas included in the scope are;
  - Inadequate design (not fit for purpose)
  - Ineffective usage (down time)
  - Outputs not meeting expectations
  - Inadequate maintenance activities.
  - Inadequate financial management and planning.

It does not include issues with the inappropriate use of the plant, equipment or machinery. Refer misconduct.

2. Business and Community disruption

- Failure to adequately prepare and respond to events that cause disruption to the local community and /or normal Shire business activities. The event may result in damage to buildings, property, plant and equipment (all assets). This could be a natural disaster, weather event, or an act carried out by an external party (including vandalism). This includes;
  - Lack of (or inadequate) emergency response / business continuity plans.
  - Lack of training to specific individuals or availability of appropriate emergency response.
  - Failure in command and control functions as a result of incorrect initial assessment or untimely awareness of incident.
  - Inadequacies in environmental awareness and monitoring of fuel loads, curing rates etc

This does not include disruptions due to IT systems or infrastructure related failures - refer Failure of IT and communication systems and infrastructure.

3. Failure to fulfil compliance requirements

- Failures to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This could result in fines, penalties, litigation or increase scrutiny from regulators or agencies. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated legal documentation (internal and public domain) to reflect changes.

This does not include Work Health and Safety Act 2020 (refer Inadequate safety and security practices) or any Employment Practices based legislation (refer Ineffective Employment practices)

It does include the Local Government Act 1995, Public Health Act 2016, Building Act 2011, Privacy Act 1988 and all other legislative based obligations for local government.

4. Document Management Processes

- Failure to adequately capture, store, archive, retrieve, provision and / or disposal of documentation. This includes:
  - Contact lists.
  - Procedural documents.
  - 'Application' proposals/documents.
  - Contracts.
  - Forms, requests or other documents.

5. Employment practices

- ➢ Failure to effectively manage and lead human resources (full/part time, casuals, temporary and volunteers). This includes not having an effective Human Resources Framework in addition to not having appropriately qualified or experienced people in the right roles or not having sufficient staff numbers to achieve objectives. Other areas in this risk theme to consider are;
  - Breaching employee regulations (excluding Work Health and Safety)
  - Discrimination, Harassment and Bullying in the workplace
  - Poor employee wellbeing (causing stress)
  - Key person dependencies without effective succession planning in place
  - Induction issues
  - Terminations (including any tribunal issues)
  - Industrial activity

Care should be taken when considering insufficient staff numbers as the underlying issue could be process inefficiencies.

6. Engagement practices

- ➢ Failure to maintain effective working relationships with the Community (including Local Media), Stakeholders, Key Private Sector Companies, Government Agencies and/or Elected Members. This invariably includes activities where communication, feedback and/or consultation is required and where it is in the best interests to do so. For example;
  - Following up on any access and inclusion issues.
  - Infrastructure Projects.
  - Regional or District Committee attendance.
  - Local Planning initiatives.
  - Strategic Planning initiatives

This does not include instances where community expectations have not been met for standard service provisions such as community events and/or library services.

7. Environment management.

➢ Inadequate prevention, identification, enforcement and management of environmental issues. The scope includes;

- Lack of adequate planning and management of erosion issues.
- Failure to identify and effectively manage contaminated sites (including groundwater usage).
- Waste facilities (landfill/transfer stations).
- Weed control.
- Ineffective management of water sources (reclaimed, potable)
- Illegal dumping/Illegal clearing/Illegal land use.

8. Errors, Omissions, Delays

- ➢ Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process. This includes instances of;
  - Human errors, incorrect or incomplete processing
  - Inaccurate recording, maintenance, testing and/or reconciliation of data.
  - Errors or inadequacies in model methodology, design, calculation or implementation of models.

This may result in incomplete or inaccurate information. Consequences include;

- Inaccurate data being used for management decision making and reporting.
- Delays in service to customers
- Inaccurate data provided to customers

This excludes process failures caused by inadequate/incomplete procedural documentation - refer Inadequate Document Management Processes.

9. External theft and fraud (including Cyber Crime)

- Loss of funds, assets, data or unauthorised access, (whether attempts or successful) by external parties, through any means (including electronic), for the purposes of;
  - Fraud – benefit or gain by deceit
  - Malicious Damage – hacking, deleting, breaking or reducing the integrity or performance of systems
  - Theft – stealing of data, assets or information (no deceit)

Examples include:

- Scam Invoices
- Cash or other valuables from outstations.

10. Management of Facilities/Venues/Events

- Failure to effectively manage the day to day operations of facilities and/or venues.

This includes;

- Inadequate procedures in place to manage the quality or availability.
- Ineffective signage
- Booking issues
- Financial interactions with hirers/users
- Oversight/provision of peripheral services (e.g. cleaning/maintenance)

11. IT and Communications Systems and Infrastructure

- Instability, degradation of performance, or other failure of IT Systems, Infrastructure, Communication or Utility causing the inability to continue business activities and provide services to the community. This may or may not result in IT Disaster Recovery Plans being invoked. Examples include failures or disruptions caused by:
  - Hardware and/or Software
  - IT Network
  - Failures of IT Vendors

This also includes where poor governance results in the breakdown of IT maintenance such as;

- Configuration management
- Performance Monitoring
- IT Incident, Problem Management and Disaster Recovery Processes

This does not include new system implementations - refer Inadequate Project/Change Management.

12. Misconduct

- Intentional activities in excess of authority granted to an employee, which circumvent endorsed policies, procedures or delegated authority. This would include instances of:
  - Relevant authorisations not obtained.
  - Distributing confidential information.
  - Accessing systems and/or applications without correct authority to do so.
  - Misrepresenting data in reports.
  - Theft by an employee.
  - Collusion between Internal and External parties.

This does not include instances where it was not an intentional breach - refer Errors, Omissions or Delays, or Inaccurate Advice/Information.

13. Project/Change Management

- Inadequate analysis, design, delivery and/or status reporting of change initiatives, resulting in additional expenses, time requirements or scope changes. This includes:
  - Inadequate Change Management Framework to manage and monitor change activities.
  - Inadequate understanding of the impact of project change on the business.
  - Failures in the transition of projects into standard operations.
  - Failure to implement new systems.
  - Failures of IT project vendors/contractors.

14. Safety and Security practices

- Non-compliance with the Work Health and Safety Act 2020, associated regulations and standards. It is also the inability to ensure the physical security requirements of staff, contractors and visitors. Other considerations are:
  - Inadequate policy, frameworks, systems and structure to prevent the injury of visitors, staff, contractors and/or tenants.
  - Inadequate organisational emergency management requirements (evacuation diagrams, drills, wardens etc).
  - Inadequate security protection measures in place for buildings, depots and other places of work (vehicle, community etc).
  - Public liability claims, due to negligence or personal injury.
  - Employee liability claims due to negligence or personal injury.
  - Inadequate or unsafe modifications to plant and equipment.

15. Supplier/Contract Management

- Inadequate management of external suppliers, contractors, IT vendors or consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management and monitoring processes. This also includes:
  - Concentration issues.
  - Vendor sustainability.

Compliance Audit Return 2025 Questions

Regulation 14 of the Local Government (Audit) Regulations 1996 requires local governments to carry out a compliance audit return for the period of 1 January to 31 December of each year.

Reference	Question	
Local Government Act 1995		
s. 2.29	Has every person elected or appointed to a mayor, president, deputy, or councillor role made the required declaration in the prescribed form before a prescribed person, prior to acting in the office?	Yes GOV.0054
s. 3.16	Has the local government reviewed local laws which have not been reviewed in the previous 8 years, to ensure compliance with Schedule 9.3, Clause 65?	N/A Local Laws to be reviewed every 15 years, increased from 8 years in 2024. Next review for the Shire due 2032. LE.0002
s. 3.57	Subject to Local Government (Functions and General) Regulations 1996, regulation 11(2), did the local government invite tenders for all contracts for the supply of goods or services where the consideration under the contract was, or was expected to be, worth more than the consideration stated in regulation 11(1) of the Regulations?	Yes No tenders for 2024/2025 Financial Year, Tender Register updated for Tenders in the 2026/2026 Financial year (Only 1 tender in 2025 calendar year). FM.0419
s. 3.58(3)	Where the local government disposed of property other than by public auction or tender, did it dispose of the property in accordance with section 3.58(3) of the *Local Government Act 1995* (unless section 3.58(5) applies)?	Yes
s. 3.58(4)	Where the local government disposed of property under section 3.58(3) of the *Local Government Act 1995*, did it provide details, as prescribed by section 3.58(4) of the Act, in the required local public notice for each disposal of property?	Yes

s. 3.59(2)(a)	Has the local government prepared a business plan for each major trading undertaking that was not exempt in 2025?	N/A No major trading undertakings
s. 3.59(2)(b)	Has the local government prepared a business plan for each major land transaction that was not exempt in 2025?	N/A No major land transactions
s. 3.59(2)(c)	Has the local government prepared a business plan before entering into each land transaction that was preparatory to entry into a major land transaction in 2025?	N/A No major land transactions

Reference	Question	
s. 3.59(4)	Has the local government complied with public notice and publishing requirements for each proposal to commence a major trading undertaking or enter into a major land transaction or a land transaction that is preparatory to a major land transaction for 2025?	N/A No major trading undertakings or major land transactions
s. 3.59(5)	During 2025, did the council resolve to proceed with each major land transaction or trading undertaking by absolute majority?	N/A No major trading undertakings or major land transactions
s. 5.16 (1)	Were all delegations to committees resolved by absolute majority?	Yes Delegation Register adopted by Absolute Majority 17 June 2025 – RES 60/2025 Audit, Risk and Improvement Committee had Delegated Authority to meet with the Auditors. GOV.0001
s. 5.16 (2)	Were all delegations to committees in writing?	Yes In Delegation Register and Committee Terms of Reference GOV.0001
s. 5.17	Were all delegations to committees within the limits specified in section 5.17 of the *Local Government Act 1995*?	Yes Only delegation was to the Audit, Risk and Improvement Committee GOV.0001
s. 5.18	Were all delegations to committees recorded in a register of delegations?	Yes GOV.0001

s. 5.36(4) & s. 5.37(3)	Were all CEO and/or senior employee vacancies advertised in accordance with Local Government (Administration) Regulations 1996, regulation 18A?	N/A CEO and DCEO positions were not vacant. No other senior employee positions exist.
s. 5.37(2)	Did the CEO inform council of each proposal to employ or dismiss senior employee? Where council rejected a CEO's recommendation to employ or dismiss a senior employee, did it inform the CEO of the reasons for doing so?	N/A
s. 5.39B	Has the local government adopted and maintained model standards that incorporate the prescribed model standards within required timeframes (including amendments), ensured adoption by absolute majority, published an up-to-date version on its official website, and avoided including any inconsistent additional provisions?	Yes Adopted by absolute majority 16 March 2021 – RES 37 2021 and uploaded to the Shire website.
s. 5.42	Were all delegations to the CEO resolved by an absolute majority? Were all delegations to the CEO in writing?	Yes Delegation Register adopted by Absolute Majority 17 June 2025 – RES 60/2025 All Delegation, including those to the CEO are in writing. GOV.0001
s. 5.43	Did the powers and duties delegated to the CEO exclude those listed in section 5.43 of the *Local Government Act 1995*?	Yes
s. 5.44(2)	Were all employees delegated authority by the CEO under Section 5.44(1), issued with a written instrument of delegation?	Yes All delegations are provided in writing. GOV.0001

Reference	Question	
s. 5.45(1)(b)	Were all decisions by the Council to amend or revoke a delegation made by absolute majority?	Yes Delegations are reviewed annually and adopted by absolute majority. 2025 review and adoption by absolute Majority took place 17 June 2025 – RES 60/2025 GOV.0001
s. 5.46	Has the CEO kept a register of all delegations made under Division 4 of the *Local Government Act 1995* to the CEO and to employees? Were all delegations made under Division 4 reviewed by the delegator at least once during the 2024/2025 financial year? Did all persons exercising a delegated power or duty under the Act keep, on all occasions, a written record in accordance with Local Government (Administration) Regulations 1996, regulation 19?	Yes Delegations Register reviewed annually, including during the 2024/2025 financial year. Yes, records of delegated power use are kept in accordance of the Local Government (Administration) Regulations 2996, Regulation 19. GOV.0001
s. 5.50	If the local government paid a finishing employee an amount in addition to their entitlement, did the local government follow a policy it had adopted and published on the website? outlining the circumstances in relation to payments made to terminated employees? If the local government made a payment to a finishing employee that is more than the amount set out in the policy, was local public notice given?	Yes Recognition of Service Policy adhered to for all resigning/retiring employees. CM.0059
s. 5.51A	Has the CEO prepared and implemented a code of conduct to be observed by employees of the local government? If yes, has the CEO published an up-to-date version of the code of conduct for employees on the local government's website?	Yes Code of Conduct for Employees is reviewed annually with the Policy Manual annual review. 2025 review took place and was adopted by Council 21 October 2025 – RES

		118. Code of Conduct is available on the Shire website CM.0059
s. 5.67	Where a council member disclosed an interest in a matter and did not have participation approval under sections 5.68 or 5.69 of the *Local Government Act 1995*, did the council member ensure that they did not remain present to participate in discussion or decision making relating to the matter?	Yes
s. 5.68(2)	Were all decisions regarding participation approval in relation to Section 5.68(2), including the extent of participation allowed and, where relevant, the information required by the Local Government (Administration) Regulations 1996 regulation 21A, recorded in the minutes of the relevant council or committee meeting?	Yes Minister approval was required for meeting held 16 December 2025 to allow 1 Councillor to remain in the meeting to participate and vote on 2 items, to maintain a quorum. All information required was recorded in the minutes and conditions of minister's approval adhered to. GOV.0044
s. 5.69(5)	Were all decisions regarding participation approval in relation to Section 5.69(5), including the extent of participation allowed recorded in the minutes of the relevant council or committee meeting?	Yes Minister approval was required for meeting held 16 December 2025 to allow 1 Councillor to remain in the meeting to participate and vote on 2 items, to maintain a quorum. All information required was recorded in the minutes and conditions of minister's approval adhered to. GOV.0044

Reference	Question	
s. 5.70	Where an employee had an interest in any matter in respect of which the employee provided advice or a report directly to council or a committee, did that person disclose the nature and extent of that interest when giving the advice or report?	Yes
s. 5.71B(5) and (7)	Where council applied to the Minister to allow the CEO to provide advice or a report to which a disclosure under section 5.71A(1) of the *Local Government Act 1995* relates, did the application include details of the nature of the interest disclosed and any other information required by the Minister for the purposes of the application? Was any decision made by the Minister under section 5.71B(6) of the *Local Government Act 1995*, recorded in the minutes of the council meeting at which the decision was considered?	N/A
s. 5.73	Were disclosures under sections 5.65, 5.70 or 5.71A(3) of the *Local Government Act 1995* recorded in the minutes of the meeting at which the disclosures were made?	Yes All disclosures of interest are recorded in the minutes of the relevant meetings where disclosures were made. GOV.0044 & GOV.0003
s. 5.75	Was a primary return in the prescribed form lodged by all relevant persons within three months of their start day?	Yes All new Councillors provided a Primary Return Within 3 months of being elected. DCEO completed Primary return within 3 months of employment commencement. GOV.0003
s. 5.76	Was an annual return in the prescribed form lodged by all relevant persons by 31 August 2025?	Yes All annual returns were completed by Councillors and employees by 31 August 2025. GOV.0003

s. 5.77	On receipt of a primary or annual return, did the CEO, or the Mayor/President, as the case may be, give written acknowledgment of having received the return?	Yes All returns were acknowledged as received in writing. GOV.0003
s. 5.88	Did the CEO keep a register of financial interests which contained the returns lodged under sections 5.75 and 5.76 of the Local Government Act 1995? Did the CEO keep a register of financial interests which contained a record of disclosures made under sections 5.65, 5.70, 5.71 and 5.71A of the Local Government Act 1995, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28? After a person ceased to be a person required to lodge a return under sections 5.75 and 5.76 of the *Local Government Act 1995*, did the CEO remove from the register all returns relating to that person? Have all returns removed from the register in accordance with section 5.88(3) of the *Local Government Act 1995* been kept for a period of at least five years after the person who lodged the return(s) ceased to be a person required to lodge a return?	Yes Register of Financial Interests is kept up to date with only relevant information. Kept physically in the Shire's strong room and updated on the Shire's website with each new input. Returns removed from the register are kept in archive records for at least 5 years. GOV.0003, GOV.0031 & GOV.0037

Reference	Question	
s. 5.89A	Did the CEO keep a register of gifts which contained a record of disclosures made under sections 5.87A and 5.87B of the *Local Government Act 1995*, in the form prescribed in the Local Government (Administration) Regulations 1996, regulation 28A? Did the CEO publish an up-to-date version of the gift register on the local government's website?	Yes Up to date register is kept in the Shire's strong room and an up-to-date digital copy on the Shire's website. FM.0016
s. 5.90A	Did the local government prepare, adopt by absolute majority and publish an up-to-date version on the local government's website, a policy dealing with the attendance of council members and the CEO at events?	Yes Policy reviewed annually with the Policy Manual review and updated on the Shire website as required. CM.0059
s. 5.94	Does the local government have information available for members of the public to inspect, free of charge as prescribed under section 5.94 and Admin Reg 29, except where restricted under this section?	Yes
s. 5.96	Where a person is entitled to inspect information under this Division, can the local government confirm that copies are available and that the price at which it sells copies does not exceed the cost of providing them, (unless prescribed otherwise)?	Yes
s. 5.96A	Did the CEO publish information on the local government's website in accordance with sections 5.96A(1), (2), (3), and (4) of the *Local Government Act 1995*?	Yes
s. 5.104	Did the local government prepare and adopt, by absolute majority, a code of conduct to be observed by council members, committee members and candidates that incorporates the model code of conduct? Did the local government adopt additional requirements in addition to the model code of conduct? If yes, does it comply with section 5.104(3) and (4) of the *Local Government Act 1995*? Has the CEO published an up-to-date version of the code of conduct for council members, committee members and	Yes Code of Conduct for Council Members, Committee Members & Candidates is reviewed annually with the Policy Manual annual review. 2025 review took place and was adopted by Council 21 October 2025 – RES 118. No additional requirements were

	candidates on the local government's website?	added to the model code of conduct. Code of Conduct is available on the Shire website. CM.0059
s. 5.128	Did the local government prepare and adopt (by absolute majority) a policy in relation to the continuing professional development of council members?	Yes CM.0059

Reference	Question	
s. 7.12A(3), (4) and (5)	Where the local government determined that matters raised in the auditor's report prepared under section 7.9(1) of the Local Government Act 1995 required action to be taken, did the local government ensure that appropriate action was undertaken in respect of those matters? Where matters identified as significant were reported in the auditor's report, did the local government prepare a report that stated what action the local government had taken or intended to take with respect to each of those matters? Was a copy of the report given to the Minister within three months of the audit report being received by the local government? Within 14 days after the local government gave a report to the Minister under section 7.12A(4)(b) of the *Local Government Act 1995*, did the CEO publish a copy of the report on the local government's official website?	Yes No significant findings for the 2024/2025 financial year. FM.0381
Local Government (Administration) Regulations 1996		
Reg 18F	Was the remuneration and other benefits paid to a CEO on appointment the same remuneration and benefits advertised for the position under section 5.36(4) of the *Local Government Act 1995*?	Yes
Reg 19AB	Does the code of conduct contain the requirement that a local government employee (not including the CEO) must not accept a prohibited gift from an associated person?	Yes CM.0059
Reg 19AC	Does the local government's code of conduct include requirements for the recording, storing, disclosure, and use of information relating to gifts accepted by local government employees (excluding the CEO) from associated persons, in accordance with regulatory requirements?	Yes CM.0059
Reg 19AE	Does the local government's code of conduct include requirements addressing employee behaviour in the performance of duties, interactions with others, use and disclosure of information, use of local government resources and finances, the keeping of records, and the reporting and management of suspected breaches and misconduct, in accordance with regulatory requirements?	Yes CM.0059

Reg 19B	Did the local government include in its annual report all information required under section 5.53(2)(g) and (i) and regulation 3A(2), including number of employee's in salary bands over $130,000, remuneration and allowances paid, ordered payments, CEO remuneration, council member meeting attendance, available demographic information about council members, and details of any modifications to the strategic community plan or significant modifications to the corporate business plan?	Yes

Reference	**Question**	
Reg 19C	Has the local government adopted by absolute majority a strategic community plan? If yes, provide the date of the most recent review	Yes The Shire of Corrigin adopted by absolute majority the Council Plan, incorporating both Strategic Community Plan and Corporate Business Plan at the Ordinary Council Meeting held 15 July 2025 – RES 79/2025 Corporate Documents
Reg 19DA	Has the local government reviewed its corporate business plan in accordance with Admin Regulation 19DA(4) ? If yes, provide date of review Does the corporate business plan comply with the requirements of Local Government (Administration) Regulations 1996 19DA(2) &(3)?	Yes The Shire of Corrigin adopted by absolute majority the Council Plan, incorporating both Strategic Community Plan and Corporate Business Plan at the Ordinary Council Meeting held 15 July 2025 – RES 79/2025 Corporate Documents
Reg 22	Asked as part of question s5.75	Answered as part of question s.5.75
Reg 23	Asked as part of question s5.76	Answered as part of question s.5.76
Reg 28	Asked as part of question s5.88(1)	Answered as part of question s.5.88(1)
Reg 28A	Asked as part of question s5.89A(1)	Answered as part of question s.5.89A(1)
Reg 29	Asked as part of question s5.94	Answered as part of question s.5.94
Reg 29C	Does the local government publish all prescribed information on its official website—including up-to-date policies, required details of council member and employee returns, council member fees and allowances, and relevant public notices—within the specified timeframes and in accordance with legislative requirements?	Yes

Reg 35	Has every local government council member completed and passed the Council Member Essentials course, consisting of the five required modules and delivered by an approved provider, within 12 months of being elected?	Yes New Councillors still have until October 2026. GOV.0004
Reg 36	Does the local government appropriately identify and document council members who are exempt from the training requirements under section 5.126(1), including verifying that the member: - has completed an approved course within the specified 5-year period prior to election, or - completed the LGASS00002 Elected Member Skill Set before 1 July 2019 within the relevant timeframe, or - qualifies for the transitional exemption applicable to council members in office at the commencement of the 2019 regulatory amendments?	Yes Register of Training up to date and uploaded to the Shire website each year in July. GOV.0004

Reference	Question	
Local Government (Audit) Regulations 1996		
Reg 10	Was the auditor's report for the financial year ending 30 June 2025 received by the local government within 30 days of completion of the audit?	Yes FM.0381
Reg 17	Did the CEO review the appropriateness and effectiveness of the local government's systems and procedures in relation to risk management, internal control and legislative compliance in accordance with Local Government (Audit) Regulations 1996 regulation 17 within the three financial years prior to 31 December 2025? If yes, provide date of council's resolution to accept the report.	Yes The Shire of Corrigin Risk Management Framework Review was endorsed by Council at the Ordinary Council Meeting held 18 March 2025 – RES 21/2025 RM.0014
Local Government (Constitution) Regulations 1998		
Reg 11FA	Did the CEO provide the Minister a report as to the result of the election within 14 days of the declaration and in the form of Form 20 of the Local Government (Elections) Regulations 1997, modified as necessary?	Yes GOV.0054
Reg 13	Were all required oaths, affirmations and declarations under section 2.42 (in relation to Commissioners) made in the correct form (Form 8), before the appropriate authorised person?	N/A The Shire of Corrigin doesn't have any Commissioners.
Local Government (Elections) Regulations 1997		
Reg 30G	Did the CEO establish and maintain an electoral gift register and ensure that all disclosure of gifts forms completed by candidates and donors and received by the CEO were placed on the electoral gift register at the time of receipt by the CEO and in a manner that clearly identifies and distinguishes the forms relating to each candidate in accordance with regulations 30G(1) and 30G(2) of the Local Government (Elections) Regulations 1997?	Yes No gifts disclosed

	Did the CEO remove any disclosure of gifts forms relating to an unsuccessful candidate, or a successful candidate that completed their term of office, from the electoral gift register, and retain those forms separately for a period of at least two years in accordance with regulation 30G(4) of the Local Government (Elections) Regulations 1997? Did the CEO publish an up-to-date version of the electoral gift register on the local government's official website in accordance with regulation 30G(5) of the Local Government (Elections) Regulations 1997?	

Reference	Question	
Local Government (Financial Management) Regulations 1996		
Reg 5	Has the CEO ensured efficient systems and procedures are established under provisions set out in Financial Management Regulations 5(1)(a) to (g)?	Yes
Reg 6	Has the local government ensured that any employee delegated responsibility for day-to-day accounting or financial management operations is not also delegated the responsibility for conducting internal audits, reviewing their own duties, or for managing, directing or supervising someone who carries out these functions?	Yes
Reg 7	Did the local government ensure it has regard to the needs of the inhabitants of the district as a whole and not keep separate ward accounts or determine expenditure on the basis of revenue from a ward?	Yes
Reg 8	Does the local government maintain separate accounts with a bank or other financial institution for money to be held in the municipal fund, trust fund and for reserve account purposes?	Yes
Reg 9	Did the local government keep separate financial records for each trading undertaking and each major land transaction?	N/A No major trading undertakings or major land transactions.
Reg 11	Has the local government developed procedures for the authorisation of, and the payment of, accounts in accordance with Local Government (Financial Management) Regulations 11(1), (2) and (3)?	Yes
Reg 12	Were payments made from the municipal fund or trust fund made by the CEO under a delegated authority or authorised, in accordance with regulation 13(2), in advance by a council resolution?	Yes
Reg 13	Can the local government confirm that, where the CEO has been delegated authority to make payments from the municipal or trust fund, the CEO prepared accurate monthly lists that are presented at the next ordinary council meeting and recorded in the minutes that: - include the payee's name, payment amount, payment date, and sufficient information to identify each transaction where payments have already been made; or - include the payee's name, payment amount, sufficient information to identify each transaction, and the date of the council meeting (to which the list will be presented) for accounts requiring council approval?	Yes Accounts for Payments and Monthly Financial Reports taken to Council every month, except January where no meeting is held FM.0036 & FM.0037

Reference	Question	
Reg 13A	Did the local government prepare a list each month of all payments made using employee-authorised credit, debit or other purchasing cards, and include the payee's name, the amount of the payment, the date of the payment, sufficient information to identify the payment, and present the list at the next ordinary council meeting (and record in the minutes)?	Yes Accounts for Payments and Monthly Financial Reports taken to Council every month, except January where no meeting is held FM.0036 & FM.0037
Reg 19	Has the local government established and documented internal control procedures to enable identification of the nature and location of all investments and any related transactions?	Yes
Reg 19C	Has the local government ensured that all investments made under section 6.14(1) comply with statutory restrictions set out in Financial Management Reg. 19C?	Yes
Local Government (Functions and General) Regulations 1996		
Reg 7	Asked as part of question s3.59(2)	Answered as part of question s.3.59(2)
Reg 9	Asked as part of question s3.59(2)	Answered as part of question s.3.59(2)
Reg 10	Asked as part of question s3.59(2)	Answered as part of question s.3.59(2)
Reg 11A	Did the local government comply with its current purchasing policy, adopted under the Local Government (Functions and General) Regulations 1996, regulations 11A(1) and (3) in relation to the supply of goods or services where the consideration under the contract was, or was expected to be, $250,000 or less or worth $250,000 or less?	Yes
Reg 11	Asked as part of question s3.57	Answered as part of question s3.57
Reg 12	Did the local government consider the implications of Local Government (Functions and General) Regulations 1996, Regulation 12 when deciding to enter into multiple contracts rather than a single contract?	N/A Haven't entered into multiple contracts.
Reg 14(1), (3) and (5)	If the local government sought to vary the information supplied to tenderers, was every reasonable step taken to give each person who sought copies of the tender documents, or each acceptable tenderer notice of the variation?	N/A Only one tender relevant for 2025

		and was not varied once created. FM.0419
Reg 15	Did the local government's procedure for receiving and opening tenders comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 15 and 16?	Yes. Records are kept in the Tenders Register. FM.0419

Reference	Question	
Reg 16	Asked as part of question Reg 15	Answered as part of question Reg 15
Reg 17	Did the information recorded in the local government's tender register comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulation 17 and did the CEO make the tenders register available for public inspection and publish it on the local government's official website?	Yes Tender Register is constantly updated throughout the tendering process, including on the Shire website. FM.0149
Reg 18(1) and (4)	Did the local government reject any tenders that were not submitted at the place, and within the time, specified in the invitation to tender? Were all tenders that were not rejected assessed by the local government via a written evaluation of the extent to which each tender satisfies the criteria for deciding which tender to accept?	Yes One tender was rejected due to not being received on time. Yes All tenders are evaluated in line with the tender criteria by multiple officers as part of the report taken to Council FM.0149
Reg 19	Did the CEO give each tenderer written notice containing particulars of the successful tender or advising that no tender was accepted?	Yes All tenderers are notified of the outcome of a tender once awarded. FM.0149
Reg 21	Does the local government's advertising and expression of interest processes for limiting who can tender comply with the requirements of the Local Government (Functions and General) Regulations 1996, Regulations 21 and 22?	Yes Not relevant for the 2025 calendar year, but the process in general does comply.

Reg 22	Asked as part of question Reg 21	Answered as part of question Reg 21
Reg 23	Did the local government reject any expressions of interest that were not submitted at the place, and within the time, specified in the notice or that failed to comply with any other requirement specified in the notice? Were all expressions of interest that were not rejected under the Local Government (Functions and General) Regulations 1996, Regulation 23(1) & (2) assessed by the local government? Did the CEO list each person as an acceptable tenderer?	N/A No expressions of interest in the 2025 calendar year.
Reg 24	Did the CEO give each person who submitted an expression of interest a notice in writing of the outcome in accordance with Local Government (Functions and General) Regulations 1996, Regulation 24?	N/A No expressions of interest in the 2025 calendar year.

Reference	Question	
Reg 24AD(2), (4) and (6)	Did the local government invite applicants for a panel of pre-qualified suppliers via Statewide public notice in accordance with Local Government (Functions & General) Regulations 1996 regulations 24AD(4) and 24AE? If the local government sought to vary the information supplied to the panel, was every reasonable step taken to give each person who sought detailed information about the proposed panel or each person who submitted an application notice of the variation?	N/A The Shire did not invite applicants for a panel of pre-qualified suppliers.
Reg 24AE	Asked as part of question Reg 24AD(2), (4) and (6)	Answered as part of question Reg 24AD(2), (4) and (6)
Reg 24AF	Asked as part of question Reg 24AD(2), (4) and (6)	Answered as part of question Reg 24AD(2), (4) and (6)
Reg 24AG	Did the information recorded in the local government's tender register about panels of pre-qualified suppliers comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24AG?	N/A The Shire did not invite applicants for a panel of pre-qualified suppliers.
Reg 24AH(1) and (3)	Did the local government reject any applications to join a panel of prequalified suppliers that were not submitted at the place, and within the time, specified in the invitation for applications? Were all applications that were not rejected assessed by the local government via a written evaluation of the extent to which each application satisfies the criteria for deciding which application to accept?	The Shire did not invite applicants for a panel of pre-qualified suppliers.
Reg 24AI	Did the CEO send each applicant written notice advising them of the outcome of their application?	The Shire did not invite applicants for a panel of pre-qualified suppliers.
Reg 24E	Where the local government gave regional price preference, did the local government comply with the requirements of Local Government (Functions and General) Regulations 1996, Regulation 24E and 24F?	Yes Following the required statutory advertising, Council Adopted a Regional Price Preference Policy at it's meeting on 21 June 2016 – RES 152/2016 CM.0059

Reg 24F	Asked as part of question Reg 24	Answered as part of question Reg 24

ATTACHMENT

SHIRE OF CORRIGIN

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

Index of findings	Potential impact on audit opinion	Rating	Year first raised
1. Information Technology	No	Moderate	2024
2. Related Party Disclosure	No	Moderate	2026

Ratings
The ratings in this management letter reflect our assessment of risks based on the likelihood and potential impact if no action is taken. These outcomes consider both quantitative impact (such as financial loss) and qualitative impact (such as inefficiency, non-compliance, poor service to the public or loss of public confidence).

● **Significant** – Findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However, even if the issue is not likely to impact the audit opinion, it should be addressed promptly.

● **Moderate** – Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

● **Minor** – Those findings that are not of primary concern but still warrant action being taken.

ATTACHMENT

SHIRE OF CORRIGIN

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

1. Information Technology

Finding
The sensitive data stored in the server is not currently encrypted. We however acknowledge that the Shire has compensating controls in place, including BitLocker encryption on workstations and laptops, multi-factor authentication, restricted user access, and Datto BCDR backup to an encrypted cloud.

The Shire has indicated this will be addressed as part of the engagement of a new IT provider, which is currently out to tender.

Rating: Moderate (2025: Moderate)

Implication
Encryption of sensitive data ensures, should the data be intercepted or accessed without authorisation, the data remains unintelligible or unusable.

Recommendation
We recommend that management continue to progress the implementation of server-level encryption to ensure sensitive data held on servers is appropriately protected.

Management comment
Management acknowledges the finding regarding server-level encryption. While servers are not currently encrypted, the Shire has implemented a range of controls in place to mitigate risk, including restricted access to sensitive data, user permission controls, multi-factor authentication, BitLocker encryption on all workstations and laptops, and secure backup arrangements through Datto BCDR with encrypted cloud storage.

Since Information Technology was initially raised in 2024, the Shire has undertaken significant work to strengthen its ICT control environment. This includes addressing the other IT-related audit findings, being ICT strategic planning, implementation of vulnerability assessment and penetration testing (VAPT), and the establishment of a formal user access review process.

Server-level encryption will be reviewed as part of the broader ICT environment review being undertaken alongside current IT provider arrangements. This will also be considered in line with planned system changes, including the future ERP implementation, which may involve increased use of cloud-based solutions and reduce reliance on on-premises servers.

Responsible person: Myra Henry, Deputy Chief Executive Officer
Completion date: 30 June 2027

ATTACHMENT

SHIRE OF CORRIGIN

PERIOD OF AUDIT: YEAR ENDING 30 JUNE 2026

FINDINGS IDENTIFIED DURING THE INTERIM AUDIT

2. Related Party Disclosure

Finding
We noted that the annual Related Party Disclosure declarations for 2024-25 for several Councillors' simply stated "No change" rather than providing full disclosures each year.

We were unable to obtain the original disclosures for one of the Councillors dating back to 2016-17. Management has confirmed that this disclosure has likely been destroyed in line with the Shire's retention schedule following an exhaustive search of available records.

Rating: Moderate

Implication
Where Councillors' disclosures merely refer to the original declarations – which are missing or cannot be recovered – there is a risk that related party transactions and relationships may be inadvertently overlooked.

Recommendation
We recommend that going forward, all Councillors explicitly disclose all related parties in full on an annual basis, rather than stating "no change".

Management comment
Management acknowledges the finding regarding Related Party Disclosure declarations. This matter had been identified internally as a possible issue and was raised with Council at a discussion forum held on 16 June 2026.

As a result, the Shire will update the declaration forms for Councillors and key management personnel as part of the annual declaration process undertaken each July, with the option to note "no change" removed. This will require full disclosure of all related party information to be provided each year, ensuring clarity and completeness of records. This approach aligns with the recommendation outlined in this letter.

Management notes that the prior approach aligned with the original template introduced in earlier years; however, this will now be strengthened to ensure ongoing compliance and to mitigate the risk of incomplete disclosures or missed related party connections.

Responsible person:	Myra Henry, Deputy Chief Executive Officer
Completion date:	31 December 2026

SHIRE OF CORRIGIN

Information and Communication Technology (ICT) Strategic Plan

2025-2030

9 Lynch Street, PO Box 221, Corrigin WA 6375
(08) 9063 2203
shire@corrigin.wa.gov.au
www.corrigin.wa.gov.au

Strengthening our community now to grow and prosper into the future

Our Mission

We provide leadership to our local community and the delivery of services and facilities to make Corrigin a healthy, happy, growing and inclusive community

Prepared for: Shire of Corrigin Council
Prepared by: Wallis Computer Solutions (WCS)
Date: October 2025

Shire of Corrigin
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Contact: Chief Executive Officer

Document Control

Version	Approved By – Name	Title/Resolution	Date
Draft 1	Myra Henry	Draft Reviewed and updated	October 2025
1.0	Ordinary Meeting of Council	Resolution#	December 2025

Contents

1. Executive Summary & Objectives

The Shire of Corrigin has recently reviewed its strategic planning framework. What was previously known as the *Community Strategic Plan* and *Corporate Business Plan* is now consolidated into the Council Plan. This plan guides how the Shire will operate and deliver projects and services over the medium to long term. It combines the Strategic Community Plan and Corporate Business Plan, setting out long-term priorities, goals, and the overall vision for local government decision-making.

To ensure the Council Plan remains current and reflects community priorities, a minor review is undertaken every two years and a full review every four years. Supporting the Council Plan are a series of strategic and business plans that deliver short-, medium-, and long-term objectives. The ICT Strategic Plan is one of these key documents within the Integrated Planning and Reporting (IPR) Framework.

The Shire of Corrigin is committed to strategic planning and leadership, focused on strengthening our community now to grow and prosper into the future. We strive to provide services and facilities that make Corrigin a healthy, happy, growing, and inclusive community.

Information and Communication Technology (ICT) has transformed how people communicate, interact, make decisions, and conduct business. It is central to how the Shire operates and delivers services. ICT will continue to play a critical role in enabling efficient, effective, and innovative service delivery for our community and stakeholders.

The Strategic ICT Plan 2025–2030 establishes a clear framework for guiding investment, maintenance, and innovation in the Shire's ICT systems. It ensures the digital environment supports efficient service delivery, meets regulatory obligations, and aligns with the Western Australian Local Government ICT and Cyber Security Framework.

Strategic Objectives

The Shire of Corrigin has adopted the following Strategic Objectives for information and communication technology over the period 2025-2030.

Strategic Objective 1 – Strengthen ICT Governance, Compliance and Risk Management

To establish effective ICT governance, risk management, policy frameworks and compliance arrangements that support informed decision-making and organisational accountability.

Strategic Objective 2 – Maintain Secure, Reliable and Resilient ICT Services

To maintain secure, reliable and resilient ICT infrastructure, systems and services that support business continuity and service delivery.

Strategic Objective 3 – Support Digital Transformation and Service Improvement

To leverage technology to improve business processes, customer service, collaboration and operational efficiency through digital transformation initiatives.

Strategic Objective 4 – Improve Information Management, Privacy and Cybersecurity

To strengthen information management, privacy compliance and cybersecurity maturity to protect information assets and meet legislative obligations.

Strategic Objective 5 – Deliver Sustainable and Value-for-Money ICT Investment

To ensure ICT investment decisions are sustainable, strategically aligned and deliver value to the organisation and community.

2. ICT Environment Overview

The Shire of Corrigin's ICT environment supports day-to-day operations across multiple locations including the Administration Office, Community Resource Centre (CRC), Works Depot, and Swimming Pool. Systems are managed currently under a comprehensive Gold Managed Service Agreement (MSA) with Managed Service Provider (currently Wallis Computer Solutions(WCS)), ensuring 24/7 monitoring, updates, and technical support.

2.1 ICT Infrastructure

The core server infrastructure is based on a Dell PowerEdge virtual host (VMHost) running Windows Server 2022 and 2016 instances, including a Domain Controller (SOCR-S22DC), Remote Desktop Server (SOCR-S22RDS), and Altus Application Server (SOCR-ALTUS). These servers are managed under Microsoft Hyper-V virtualisation and protected by an Eaton 9PX UPS for power conditioning and continuity.

End-user computing includes 35 desktops and laptops located across the Administration, CRC, Depot, and Pool sites. Devices are Microsoft Intune-managed and AzureAD-joined, providing centralised policy control, update management, and security compliance. All workstations are equipped with Windows 10 or 11 Business editions and licensed under Microsoft 365 Business Premium.

Peripheral and printer devices are managed under an annual hardware allowance and are replaced as required through the lifecycle budget.

2.2 Network Architecture

The Shire's network environment has been designed to provide high performance, resilience, and security. Core networking hardware consists of Cisco Layer 3 48-port and 24-port switches at the Administration/CRC building, and a Ubiquiti 8-port Layer

2 switch at the Depot. VLAN segmentation separates administration, public, and works traffic to maintain data integrity and compliance with cybersecurity standards.

A Domotz network monitoring system provides live telemetry and alerting for all switches and connected devices. Wireless connectivity across facilities is delivered by Ubiquiti UniFi access points, ensuring reliable and secure coverage.

2.3 Internet and Connectivity

Internet services are delivered through a Fusion Broadband bonded service combining Optus 4G, Telstra 4G, and Starlink satellite connections. The system provides an aggregated bandwidth of approximately 150 Mbps downstream, delivering redundancy and seamless failover in the event of a link failure. This configuration ensures consistent connectivity even in adverse conditions or regional outages.

2.4 Cloud and Software Services

The Shire operates a hybrid cloud environment with Microsoft 365 Business Premium as the core productivity platform. Applications include Exchange Online, OneDrive, Teams, and SharePoint Online. Security is enhanced through Microsoft Defender for Endpoint, Defender for Server, and Microsoft Intune device management.

Datto BCDR provides continuous backup and disaster recovery capabilities. The system replicates data both locally and to a 2TB encrypted cloud repository. Monthly restore testing validates backup integrity and readiness.

Business systems include SynergySoft v11 and Altus ERP, supporting financial, asset, and records management functions. These systems will be replaced by a new cloud-based ERP during FY2028–FY2029.

2.5 Cybersecurity

Cybersecurity management is delivered through a combination of technology, policy, and user training. The Sophos XGS Firewall provides advanced intrusion detection, VPN connectivity, and web content filtering. Security operations are managed under a WCS Managed Security Agreement, incorporating the ACSC Essential Eight framework.

The Shire is currently operating at an estimated Maturity Level 1 and is progressing toward Level 2 compliance by FY2026/27.

User security awareness is reinforced through monthly uSecure training and phishing simulations. Multi-factor authentication (MFA) is mandatory for all staff using Microsoft 365 and remote access systems.

2.6 Physical & Environmental

The server room within the Administration building is secured with restricted access, temperature monitoring, and dedicated power conditioning. An Eaton 9PX UPS and managed Datto ePDU provide remote control and monitoring of power distribution. Environmental monitoring through Managed Service Provider (currently WCS) provides alerts for temperature, humidity, and electrical anomalies, ensuring hardware protection.

3. ICT Strategic Review

The ICT Strategic Review assesses the current maturity and alignment of the Shire's technology operations against the Department of Local Government, Industry Regulation and Safety (LGIRS) ICT Governance and Cyber Security Framework (2022) and the Local Government ICT Capability Framework (2021). This review demonstrates that the Shire's ICT environment is well-managed, reliable, and aligned with industry best practices, but requires ongoing development in governance and policy formalisation.

3.1 Framework Alignment

The LGIRS Framework defines five domains essential to ICT maturity and digital governance across local governments. The Shire's current and target states are summarised below, illustrating progress toward full maturity by 2030.

Governance & Accountability: The Shire has strong operational oversight through its Managed Service Provider (currently WCS) and the CEO, with ICT decisions made collaboratively. Formal governance documents, including an ICT Governance Policy, and the establishment of ongoing Executive Meetings to discuss ICT strategy, adopt governance policies, and initiate an ERP tender will be introduced by 2026 to ensure alignment and transparency.

Risk & Security Management: The Shire actively manages risk through Essential Eight compliance, managed firewall systems, and backups. However, formal cybersecurity incident response plans and regular penetration testing are priorities for 2026 to achieve full LGIRS compliance.

Business Systems & Data Management: Current ERP systems provide core business functionality but lack modern integration and analytics. The planned ERP migration by FY2030 will deliver improved data management, reporting, and cross-departmental collaboration.

ICT Infrastructure & Cloud: The Shire operates stable infrastructure with hybrid cloud integration. The long-term strategy is a full transition to cloud-hosted systems by 2030, reducing dependency on physical servers.

Service Delivery & Support: Through WCS's Gold MSA, the Shire benefits from proactive maintenance, monitoring, and user support with defined service levels. Future focus areas include measuring user satisfaction and implementing performance dashboards.

3.2 Maturity Assessment (Current vs Target)

The table below describes the Shire's current and target maturity levels by 2030 across key ICT capability areas. This analysis supports strategic planning and funding prioritisation.

- Cybersecurity: Currently Level 2 (Reactive) – Target Level 4 (Proactive). Full Essential Eight compliance, MFA, and penetration testing.
- Infrastructure: Currently Level 3 (Managed) – Target Level 5 (Optimised). Cloud-first architecture and removal of legacy servers.
- Business Systems: Currently Level 2 (Fragmented) – Target Level 4 (Integrated). New ERP deployment and system interoperability.
- Support Services: Currently Level 3 (Managed) – Target Level 4 (Continuous Improvement). Annual SLA review and staff feedback integration.

3.3 Key Findings

- The Shire maintains a mature and stable ICT environment with proactive monitoring and managed services.
- Cybersecurity maturity continues to improve, but incident management policies require formalisation.
- Current ERP systems (SynergySoft/Altus) are approaching end-of-life and should be replaced by 2030.
- Network and power infrastructure are reliable but due for lifecycle replacement within five years.
- ICT governance processes should evolve into structured strategic oversight with documented KPIs and reporting.

3.4 Strategic Opportunities

- Develop a Digital Transformation Roadmap to align technology projects with community outcomes and ensure ICT initiatives deliver measurable value.
- Review and update ICT policies regularly to maintain compliance and align with best practices, addressing emerging technologies and future risks.
- Establish an ongoing Executive Meeting to discuss ICT strategy. The Shire's Executive Team (CEO, Deputy CEO, and Manager of Works and Services) will work collaboratively with the ICT provider, holding quarterly catch-ups and discussing ICT matters during monthly executive meetings. Outcomes will be communicated back to respective teams to maintain transparency and support informed decision-making.
- Continue partnership with the Managed Service Provider (currently WCS) for cybersecurity, monitoring, and infrastructure management, ensuring service delivery meets agreed standards and supports strategic objectives.
- Collaborate with regional local governments (ROC) to explore shared ERP hosting and procurement efficiencies, leveraging economies of scale and fostering regional cooperation.

4. Future Direction (2025–2030)

The Shire of Corrigin's ICT Future Direction defines the pathway to achieve a digitally mature, secure, and cloud-enabled environment by 2030. The strategic direction aligns with the Department of Local Government, Industry Regulation and Safety (LGIRS) ICT Capability Framework, focusing on governance, resilience, and innovation. The Shire aims to achieve ICT Capability Level 4 (Strategic) by 2030, supporting service excellence, operational efficiency, and digital inclusion.

4.1 Strategic Vision

By 2030, the Shire will operate a fully integrated, cloud-first ICT environment that enables real-time collaboration, data-driven decision-making, and seamless service delivery to the community. This transformation will position the Shire as a regional leader in digital governance, cybersecurity, and sustainability.

Key outcomes include:

- Full cloud transition of ERP, records, and storage systems.
- Achieve and maintain compliance with ACSC Essential Eight Maturity Level 2.
- Regional collaboration for shared ICT hosting and procurement efficiencies.
- Integration of smart technologies for infrastructure and environmental monitoring.

4.2.1 5-Year Digital Roadmap Overview

The roadmap below outlines major focus areas and milestones through 2030:

Financial Year	Key Focus Area	Major Deliverables	Outcome
FY2025/26	Cybersecurity & Stability	Essential Eight review, ERP market analysis, Review current ICT policies and creation of new ICT policies if required	Improved resilience and planning foundation
FY2026/27	Governance & ERP Procurement	Establish an ongoing Executive Meeting to discuss ICT strategy, adopt an ICT Governance Policy, and initiate an ERP tender.	Formalised governance and ERP selection
FY2027/28	Infrastructure & Policy Modernisation	Replace Cisco switches and UPS, update ICT policies, confirm ERP vendor	Improved infrastructure and compliance alignment
FY2028/29	ERP Implementation & Cloud Migration	Deploy new SaaS ERP, migrate file servers, upgrade Wi-Fi to 6E standard	Integrated and cloud-first operations
FY2029/30	Optimisation & Digital Maturity	Decommission legacy servers, complete maturity review, implement data dashboards	Sustained efficiency and insight-driven governance

4.2.2 Five-Year Roadmap

The roadmap below details the annual focus and key activities required to realise the strategic vision.

FY2025/26 – Security & Stability

- Maintain operational stability across sites; complete Windows 11 upgrades on remaining devices.
- Progress Essential Eight controls (hardening, patching cadence, admin privilege restrictions).
- Confirm ERP scope and success criteria; draft high-level requirements and market scan.
- Validate backup growth to 2TB and test recovery time objectives (RTO/RPO) against business needs.
- Prepare network inventory and design standards for upcoming switch/Wi-Fi lifecycle replacements.

FY2026/27 – Governance & ERP Planning

- Establish ongoing Executive Meeting to discuss ICT strategy, adopt an ICT Policies, and initiate an ERP tender.
- Review ICT Governance Policy, Cybersecurity Policy, Acceptable Use, and Incident Response Plan.
- Run an ERP readiness and options assessment; develop the Procurement Plan and EOI/RFT documents.
- Uplift user security awareness program and phishing simulations; expand privileged access management.
- Define data classification and retention schedules to support future ERP migration.

FY2027/28 – Infrastructure Modernisation & ERP Tender (ERP starts March 2028)

- Replace core Cisco switches; standardise VLANs and QoS; document as-built network diagrams.
- Adopt a configuration baseline for Wi-Fi and endpoint security; ensure NAC-ready posture.
- Issue ERP tender; complete demonstrations, reference checks, and value for money assessment.
- Finalise target architecture (integration, identity, data migration, reporting) and the cutover plan.
- Approve benefits realisation framework and change management approach.

FY2028/29 – ERP Implementation & Cloud Migration

- Execute ERP implementation, data cleansing and migration, integrations, and parallel runs.
- Upgrade Wi-Fi to Wi-Fi 6; standardise managed ePDU for remote power management.
- Transition appropriate workloads to cloud services; reduce on-premise reliance where feasible.
- Deliver role-based training, updated procedures, and support model handover.
- Track benefits, KPIs, and user adoption; remediate gaps with hypercare.

FY2029/30 – Cloud Transition Completion & Optimisation

- Decommission remaining on-premise servers; complete server retirement and disposal processes.
- Optimise licensing, storage, and support costs post-ERP; update disaster recovery runbooks.

- Conduct a post-implementation review and maturity reassessment against LGIRS frameworks.
- Embed continuous improvement cycle and agree the next three-year digital roadmap.

4.3 Strategic ICT Programs

The Strategic Objectives will be delivered through the following programs.

Program 1 – Governance & Compliance

Purpose:

Strengthen governance, accountability, privacy compliance and ICT risk management.

Strategic Objective Alignment:

SO1, SO4 and SO5

Program 2 – Cybersecurity

Purpose:

Improve cyber resilience and maintain alignment with the ACSC Essential Eight framework.

Strategic Objective Alignment:

SO2 and SO4

Program 3 – ERP Replacement Program

Purpose:

Replace legacy business applications and support digital transformation through the implementation of a modern cloud-based ERP platform.

Strategic Objective Alignment:

SO3 and SO5

Program 4 – Information & Records Management

Purpose:

Improve information governance, privacy compliance, recordkeeping, accessibility and data quality.

Strategic Objective Alignment:

SO3 and SO4

Program 5 – Infrastructure & Technology

Purpose:

Maintain secure, reliable and resilient ICT infrastructure, technology platforms and supporting services.

Strategic Objective Alignment:

SO2 and SO5

5. Asset Replacement Plan

The Asset Replacement Plan ensures all ICT assets are maintained within optimal lifecycle parameters, balancing performance, cost, and reliability. The plan integrates with the Shire's Asset Management Plan and Long-Term Financial Plan (LTFP).

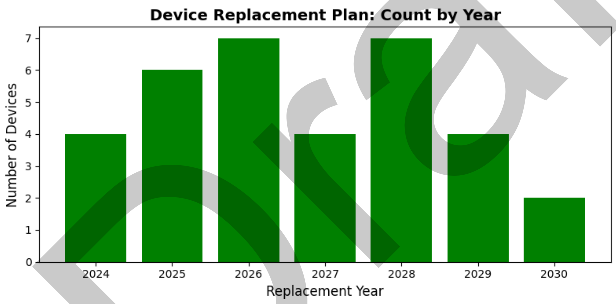
Asset Category	Lifecycle (Years)	Next Replacement	Comments
Laptops & Desktops	4–5	Ongoing	Rolling replacement via Managed Service Provider (currently WCS) MSA
Servers & Virtual Hosts	7	N/A	To be phased out by 2030
Network Switches & UPS	6–8	FY2027/28	Planned Cisco refresh and UPS upgrade
Firewall & Security Devices	4	FY2026/27	Next-gen Sophos upgrade
Datto BCDR System	5	FY2028/29	Upgrade to higher capacity and retention
ERP System	10+	FY2028/29	Cloud transition and integration

Annual reviews will be conducted with Managed Service Provider (currently WCS) to ensure asset replacement aligns with vendor support cycles, budget forecasts, and environmental sustainability targets (e.g., e-waste recycling and energy-efficient devices).

6. Budget & Financial Plan

The Budget and Financial Plan underpins ICT sustainability by integrating operational and capital budgets within the Long-Term Financial Plan (LTFP). It reflects anticipated cost escalations, ERP project investment, and post-cloud savings. Data has been derived from the *SOCR ICT Strategic Planning Budget 2025–2030 Spreadsheet*.

Category	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30
IT Hardware	$58,300	$60,049	$61,850	$63,706	$65,617
Software & Licensing	$56,037	$57,718	$59,449	$61,233	$63,070
Backups (2TB Datto)	$14,881	$15,327	$15,787	$16,260	$16,748
Security & Cyber	$17,113	$17,626	$18,155	$18,700	$19,261
Internet Services	$8,346	$8,596	$8,854	$9,120	$9,394
IT Support (MSA)	$41,171	$42,406	$43,678	$44,988	$46,338
ERP Project*	$100,000	$100,000	$50,000		
Server Decommission	-	-	-	-	$5,000



Graph: Replacement Plan

* In FY24/25, an allowance of $100,000 was allocated to a reserve for the future ERP replacement project, and a new ERP system may require an increase to the software and licensing budget.

Post-cloud transition, operating costs are expected to stabilise with annual CPI adjustments, and external grant funding opportunities may be explored for cybersecurity and ERP-related initiatives. The ICT budget will be reviewed annually as part of the Shire’s budget process and updated in line with the upcoming financial year and other Integrated Planning and Reporting (IPR) requirements to ensure alignment with strategic priorities, emerging technology needs, and community expectations. These annual reviews support strong governance by keeping ICT investments relevant and cost-effective, while mitigating financial and operational risks through timely adjustments for technology changes, compliance obligations, and lifecycle replacements. This proactive approach reduces the likelihood of unexpected costs and ensures transparency in decision-making.

7. Governance & Risk Management

ICT Governance Framework

This ICT Strategic Plan is the primary strategic document governing information and communication technology at the Shire of Corrigin.

The Strategic Plan establishes the long-term vision, objectives, priorities and investment direction for ICT over the period 2025-2030.

Supporting documents have been developed to implement, monitor and report on delivery of this Strategy, including:

- ICT Operational Plan 2026-2030
- ICT Action Register
- ICT Risk Register
- ICT Asset Register and Replacement Summary
- Business Continuity and Disaster Recovery Plan

These supporting documents must remain aligned with this ICT Strategic Plan and will be reviewed annually to ensure consistency with the Strategic Objectives and priorities established by Council.

ICT governance ensures strategic alignment, accountability, and risk management. The Shire's model is based on LGIRS ICT Governance and Cyber Security Framework principles, incorporating clear reporting lines and controls.

Governance structure:

- Council: Provides strategic oversight and funding approval.
- Chief Executive Officer (CEO): Accountable for ICT strategy and performance.
- Executive Management Team: Quarterly oversight, chaired by the CEO, including Managed Service Provider (currently WCS) representation.
- Managed Service Provider (currently Wallis Computer Solutions): Delivers managed services, security operations, and reporting.
- Audit, Risk, and Improvement Committee: Reviews ICT risk register and annual performance.

A structured ICT Risk Register will track operational, cyber, and compliance risks. Each risk is assessed against likelihood and impact, with mitigations mapped as required.

Risk	Likelihood	Impact	Mitigation
Cybersecurity Breach	Medium	High	Essential Eight compliance; MFA; 24/7 monitoring; firewall and antivirus

			updates; staff education; strong authentication.
ERP Project Delay / Slow Adoption	Medium	High	Project governance; vendor SLAs; milestone tracking; staff engagement; collaboration with ROEroc.
Hardware Failure	Low	Medium	Lifecycle replacement; Datto BCDR; vendor support for installation and maintenance.
Network Outage	Medium	Medium	Bonded 4G/Starlink redundancy; identify single points of failure; implement failover devices.
Data Loss	Low	High	Datto backup replication; regular restore testing.
Lack of ICT Investment / No Strategic Direction	Medium	High	ICT strategic planning; forward budgeting; maintain and update ICT Strategic Plan.
End-of-Life Hardware / OSH-WHS Risks	Medium	High	Timely hardware replacement; consider OSH/WHS requirements; enclosures for noisy ICT equipment.
Vendor Dependency / Contract Changes	Medium	High	Provider-neutral planning; clear exit strategies; documentation for continuity.

Regular risk reviews will occur biannually with the Audit, Risk, and Improvement Committee. Findings and performance metrics will be incorporated into the Executive's review of its current risk dashboard, which will align to ISO 31000—an international standard for risk management that ensures a structured and effective approach to identifying and mitigating risks.

Relationship Between ICT Governance Documents

ICT Strategic Plan 2025-2030

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ICT Operational Plan 2026-2030

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ICT Action Register

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ICT Risk Register

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ICT Asset Register and Replacement Summary

This framework ensures strategic priorities, operational activities, risk management processes and technology investment decisions remain aligned and support delivery of the Shire's Council Plan.

8. Recommendations

The following recommendations establish a roadmap for implementation and continuous improvement of ICT governance and operations at the Shire of Corrigin:

1. Endorse this Strategic ICT Plan as part of the Integrated Planning and Reporting Framework.
2. Approve LTFP funding for ERP implementation ($300,000 across FY2027/28–FY2029/30).
3. Endorse the lifecycle replacement program and associated annual budget submissions.
4. Maintain partnership with Managed Service Provider (currently WCS) for managed ICT and cybersecurity services.
5. Require annual reporting to the Audit, Risk, and Improvement Committee on Essential Eight maturity, DR testing, roadmap progress, and benefits realisation.
6. Note that on-premise servers will be decommissioned after ERP go-live by 2030, with a dedicated decommission budget allocation.
7. Undertake annual staff cybersecurity training and awareness initiatives.
8. Require annual review and reporting of progress against the Strategic Objectives through the ICT Operational Plan, ICT Action Register and ICT Risk Register.

The successful execution of these recommendations will ensure the Shire of Corrigin maintains a secure, innovative, and sustainable ICT environment aligned with LGIRS's digital transformation objectives.

SHIRE OF CORRIGIN

2026-2030

ICT Operational Plan

SHIRE OF CORRIGIN

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Description of Change(s)	Draft
Revision *Deputy Chief Executive Officer*	Cohesis
Approval *Chief Executive Officer*	Natalie Manton
Date	

Contents

1.0 Introduction

1.1 Purpose

This ICT Operational Plan provides the implementation framework for the ICT Strategic Plan 2025-2030.

The Plan identifies the projects, initiatives, responsibilities, budgets and annual actions required to support the delivery of the Shire's strategic ICT objectives.

This Plan is intended to be a living document and will be reviewed annually through the budget and planning process. Completed actions may be removed, priorities updated and new initiatives added as required.

1.2 Relationship to the ICT Strategic Plan

1.2.1 Strategic Objective Mapping

The ICT Operational Plan, ICT Action Register, ICT Risk Register and ICT Asset Replacement Summary have been developed to support delivery of the Strategic Objectives contained within the Shire of Corrigin ICT Strategic Plan 2025-2030.

Each initiative, project, action and risk identified within the supporting documents is aligned to one or more Strategic Objectives to ensure a clear line of sight between strategic direction, operational delivery, risk management and investment decisions.

Each action and risk within the supporting registers is linked to one or more Strategic Objectives to demonstrate clear alignment between strategy, operational delivery and risk management.

Every initiative within this Operational Plan contributes to one or more strategic objectives contained within the ICT Strategic Plan 2025-2030

The Strategic Objectives are:

Strategic Objective 1 - SO1

Strengthen ICT Governance, Compliance and Risk Management

- ICT governance framework
- ICT policies and procedures
- ICT risk management
- Vendor management
- Privacy and compliance obligations
- Audit and reporting activities

Strategic Objective 2 - SO2

Maintain Secure, Reliable and Resilient ICT Services

- Infrastructure management
- Asset replacement planning
- Disaster recovery

- Business continuity planning
- Network and server reliability
- Service availability

Strategic Objective 3 - SO3

Support Digital Transformation and Service Improvement

- ERP replacement program
- Business process improvement
- Information management initiatives
- SharePoint and intranet development
- Process automation and digital service delivery

Strategic Objective 4 - SO4

Improve Information Management, Privacy and Cybersecurity

- Essential Eight maturity
- Cyber awareness training
- Vulnerability and penetration testing
- Privacy and Responsible Information Sharing Act compliance
- Information classification and security controls

Strategic Objective 5 - SO5

Deliver Sustainable and Value-for-Money ICT Investment

- Asset lifecycle planning
- Long-term ICT investment planning
- Procurement activities
- Budget management
- Vendor performance management
- Strategic technology decision-making

The relationship between the documents is illustrated below:

ICT Strategic Plan 2025-2030

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ICT Operational Plan 2026-2030

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ICT Action Register

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ICT Risk Register

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ICT Asset Replacement Summary

This framework ensures that strategic priorities, operational activities, risk treatments and technology investments remain aligned and support the delivery of the Shire's Strategic Community Plan and Corporate Business Plan.

The ICT Action Register provides the detailed implementation activities required to achieve each Strategic Objective. The ICT Risk Register identifies risks that may impact achievement of the Strategic Objectives and records the controls and treatment actions necessary to manage those risks. The ICT Asset Replacement Summary supports lifecycle planning and investment decisions associated with Strategic Objective 5.

1.3 Background

The Shire of Corrigin engaged Cohesis to develop this ICT Operation Plan as a strategic blueprint for managing and improving the Shire's information and communication technology over the next four years (2026 to 2030).

Following detailed engagement with the Shire and its incumbent Managed Service Provider, the initiatives described provide a structured approach to strengthening ICT security, service delivery, and governance. The plan incorporates continuous improvement principles and aligns with recognised best practice.

The plan also prepares the Shire for the significant work of transitioning to a new Enterprise Resource Planning (ERP) solution. By establishing the right governance, cloud, and data foundations now, the Shire will be better positioned to make informed decisions and to enter the ERP process well prepared.

The plan aligns with the LGIRS ICT Strategic Framework, with the initiatives categorised according to the framework's pillars. The aim is to leverage the robust structure provided by the Framework and to enable straightforward comparison when performing any future Health Check or performance review.

The diagram below shows the key pillars of the framework and how they can be assimilated into a broader approach to building on the Shire's strategic goals (SCP) and the principle of continuous improvement.

At its highest level, the Framework comprises the following 7 areas or ‘pillars’:

1. Governance.
2. Emerging Trends and Technologies.
3. Business Systems and Applications.
4. Infrastructure and Technology.
5. IT Business Continuity.
6. Security.
7. Project Management.

The Shire will regularly review the plan to ensure compliance with evolving ICT regulations and standards while addressing emerging technological needs.

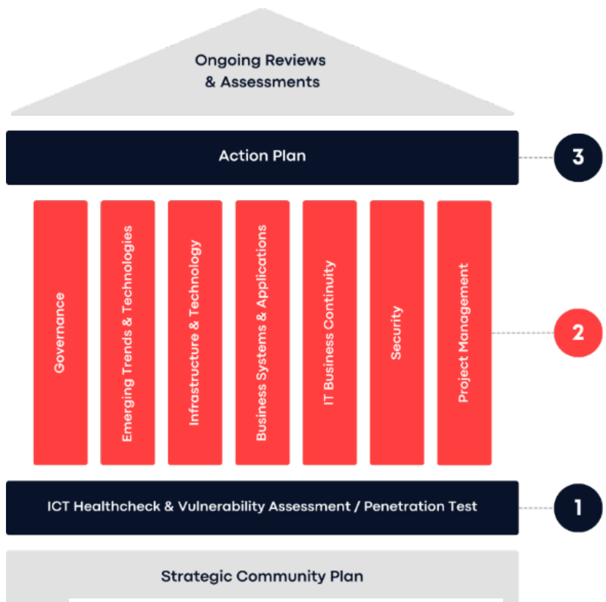


Figure 1: LGIRS ICT Strategic Framework

1.4 Annual Review Process

Each year, Administration will:

- Review completed actions.
- Review ICT budgets and resource requirements.
- Update priorities for the coming year.
- Identify emerging ICT and cybersecurity risks.
- Identify new technology opportunities.
- Review the status of major ICT projects and initiatives.
- Report outcomes and key priorities to Council.

The Operational Plan and associated ICT Action Register will be reviewed annually and updated as required. The updated Operational Plan will be presented to Council for noting.

1.5 Definitions

Term	Definition
ACSC	The Australian Cyber Security Centre (ACSC) is the Australian government agency responsible for cyber security guidance, including the Essential Eight framework used to protect organisations from cyber threats.
Application Whitelisting	Application Whitelisting is a security control that permits only approved software applications to run on a system, preventing unauthorised or malicious programs from executing. Application Whitelisting is one of the ACSC Essential Eight strategies.
Asset Register	An Asset Register is a formal record of all hardware, software, and technology assets owned or managed by the Shire, including details such as make, model, location, and lifecycle status.
BCDR	Business Continuity and Disaster Recovery (BCDR) is the combined set of plans, processes, and technologies that enable an organisation to continue operating during a disruption and to recover ICT systems and data following an incident or disaster.
BYOD	Bring Your Own Device (BYOD) is a policy framework governing the use of personally owned devices (such as laptops, tablets, or smartphones) to access Shire systems and data.
Cloud	Cloud Computing is the delivery of computing services (including storage, servers, software, and databases) over the internet, enabling flexible, scalable access without on-premises infrastructure.
ConnectWise Automate	ConnectWise Automate is the remote monitoring and management (RMM) tool used by the Shire's MSP to monitor, patch, and manage endpoints and servers remotely.
CRC	The Community Resource Centre (CRC) is a community facility co-located within the Shire's administration building, sharing elements of the Shire's network infrastructure.
Cyber Insurance	Cyber Insurance is an insurance product that helps organisations mitigate financial exposure from cyber incidents such as data breaches, ransomware attacks, and business interruption caused by ICT failures.
Datto BCDR	Datto Business Continuity and Disaster Recovery (Datto BCDR) is the hardware and cloud-based backup and disaster recovery appliance deployed at the Shire, providing on-premises failover capability and cloud-based replication with automated daily backup testing.

Defender for Endpoint	Microsoft Defender for Endpoint is a cloud-delivered endpoint security solution from Microsoft that provides threat protection, vulnerability management, and automated investigation and response for devices managed through Intune.
LGIRS	Department of Local Government, Industry Regulation and Safety (LGIRS) is the Western Australian government department responsible for the oversight of local government, including the ICT Strategic Framework used to guide ICT planning for local governments in WA.
ERP	Enterprise Resource Planning (ERP) is an integrated software system used to manage core business processes such as finance, human resources, payroll, asset management, procurement, and records. The Shire currently uses SynergySoft as its ERP.
Essential Eight	The Essential Eight Maturity Model is a prioritised set of eight cyber security mitigation strategies developed by the ACSC to protect organisations against the most common cyber threats. Maturity is assessed at three levels (ML1, ML2, ML3).
Firewall	A Network Firewall is a security device that monitors and controls incoming and outgoing network traffic based on defined security rules. The Shire currently operates a Sophos XG125 firewall, which reached end-of-life in March 2025.
GIS	A Geographic Information System (GIS) is software and data used to capture, store, analyse, and display geographic or spatial information. The Shire uses Landgate data integrated with SynergySoft for mapping purposes.
ICT	Information and Communications Technology (ICT) refers to the full range of hardware, software, networks, data, and related services used to store, retrieve, transmit, and manipulate information in support of the Shire's operations and service delivery.
ICT Strategic Plan	An ICT Strategic Plan is a formal multi-year document that outlines the Shire's ICT objectives, current state assessment, risk profile, and a prioritised roadmap of actions aligned to the DLGSC/LGIRS ICT Strategic Framework.
Intune	Microsoft Intune is a cloud-based endpoint management solution included in Microsoft 365 Business Premium, used to enrol, configure, and manage Shire devices, and to deploy applications and security policies.
IPP	Information Privacy Principles (IPPs) are the privacy principles established under the PRIS Act 2024 governing how Western Australian public sector agencies must handle personal information, including collection, use, disclosure, storage, and access.
IT Glue	IT Glue is a documentation and asset management platform used by the Shire's MSP to record and maintain an inventory of all managed devices, network equipment, software licences, and configuration details.
LGIRS	The Local Government ICT Reference Standards (LGIRS) are standards developed to support local governments in Western Australia with ICT planning, aligned to the DLGSC ICT Strategic Framework.
MFA	Multi-Factor Authentication (MFA) is a security control requiring users to verify their identity using two or more factors (such as a password and a mobile authenticator code) before gaining access to systems or data.
MDM	Mobile Device Management (MDM) is a system for remotely managing and securing mobile devices such as smartphones and tablets that access organisational data.
ML1 / ML2 / ML3	Essential Eight Maturity Levels (ML1, ML2, ML3) are the three levels of maturity within the ACSC Essential Eight framework. ML1 represents a basic level of implementation; ML2 represents a more complete implementation; ML3 represents a fully implemented and continuously maintained set of controls.
MSP	A Managed Service Provider (MSP) is an external ICT provider contracted to deliver day-to-day ICT support, infrastructure management, monitoring, and security services on behalf of the Shire. The incumbent MSP contract expires in July 2026.
OAG	The Office of the Auditor General (OAG) is the independent Western Australian body responsible for auditing state and local government entities. OAG findings related to ICT, including Essential Eight compliance and data security, are a key driver of the Shire's ICT Strategic Plan.

OIC	The Office of the Information Commissioner (OIC) is the Western Australian body responsible for overseeing compliance with the PRIS Act 2024 and providing guidance on privacy obligations for public sector agencies.
On-Premises (On-Prem)	On-Premises Infrastructure refers to ICT hardware and software physically located and operated within the Shire's own facilities, as distinct from cloud-hosted services. The Shire currently operates a single on-premises server running SynergySoft.
PRIS Act	The Privacy and Responsible Information Sharing Act 2024 (PRIS Act) is Western Australian legislation that establishes privacy obligations for public sector agencies, including local governments. Key commencement dates are 1 July 2026 (general obligations) and 1 January 2027 (serious data breach reporting).
RMM	Remote Monitoring and Management (RMM) refers to software tools used by MSPs to remotely monitor the health, performance, and security of client systems, and to deploy patches and updates without requiring on-site attendance.
RPO	Recovery Point Objective (RPO) is the maximum acceptable amount of data loss measured in time; in other words, how far back in time a recovery must restore data following an incident. The Shire's current backup regime supports an RPO of approximately one business hour during working hours.
RTO	Recovery Time Objective (RTO) is the maximum acceptable duration of time within which a system or process must be restored following a disruption. RTOs are documented within the Shire's Business Continuity and Disaster Recovery plan.
SharePoint	Microsoft SharePoint is a cloud-based document management and collaboration platform included in Microsoft 365, identified as the target destination for the Shire's file share (T-Drive) migration.
SLA	A Service Level Agreement (SLA) is a formal agreement between the Shire and a service provider (such as the MSP) that defines expected service standards, response times, and performance metrics.
SOE	A Standard Operating Environment (SOE) is a standardised configuration of hardware, software, and security settings applied consistently across all Shire-managed devices to simplify support, reduce risk, and ensure compliance.
SynergySoft	SynergySoft is the core ERP system currently used by the Shire of Corrigin to manage finance, human resources, payroll, records, GIS, asset management, and other business functions. The Shire participates in a regional ERP replacement process led by the Wheatbelt ROC group.
T-Drive	The T-Drive is the Shire's on-premises shared network drive used for storing and accessing files and documents. Migration of T-Drive content to Microsoft SharePoint is planned as part of the ICT Strategic Plan.
uSecure	uSecure is a cyber security awareness training platform used by the Shire's MSP to deliver monthly phishing simulations and training modules to Shire staff.
VLAN	A Virtual Local Area Network (VLAN) is a logical subdivision of a physical network, used to segment traffic and improve security. The Shire operates five VLANs across its network infrastructure.
VPN	A Virtual Private Network (VPN) is an encrypted network connection that allows authorised users to securely access Shire systems and resources from remote locations. The Shire operates separate VPN access tiers for managed and unmanaged devices.
ROE ROC	The Regional Organisation of Councils (ROE ROC) is facilitating a collaborative ERP replacement initiative involving the Shires of Corrigin, Narembeen, Kulin and Kondinin.
WPA Enterprise	Wi-Fi Protected Access Enterprise (WPA Enterprise) is an enterprise-grade wireless network security protocol requiring individual user authentication, used for the Shire's staff Wi-Fi network to prevent unauthorised device connections.

2.0 Operational Planning Overview

This ICT Plan sets out the Shire's priorities for managing and improving its information and communication technology over the next three years. It focuses on strengthening service delivery, cyber security, and governance, while supporting ongoing improvement.

The plan is shaped by the findings of structured interviews with key Shire staff and its Managed Service Provider, with initiatives prioritised based on risk and business need.

2.1 Year-1 ICT Plan (FY26-27) – Strengthening ICT Governance, MSP Procurement, PRIS Readiness & ERP Migration Preparation

Year 1 lays the groundwork for the Shire's ICT direction over the life of the plan. It puts the right governance, security, and operational foundations in place so that technology is reliable, compliant, and ready to support the move to a new ERP system in future years. Two deadlines shape the year. The Managed Service Provider contract expires in July 2026, requiring the Shire to test the market and select a provider on stronger terms, and the new privacy legislation (the PRIS Act) commences on 1 July 2026, bringing new obligations the Shire must be ready to meet.

The priority is to lift governance and reduce risk. This means setting a clear ICT roadmap and the supporting policies, onboarding the new provider with proper service levels and reporting, and managing ICT risk through a dedicated register reviewed by the Audit and Risk Committee.

Because some of the Shire's devices are currently rented through the incumbent provider, a change of provider means the Shire will need to work with the new MSP to plan which devices to procure, transfer, or replace, aligned to the budget and asset replacement schedule. As the new provider takes over and adjusts the infrastructure, it would also be expected to document an updated network diagram, so the Shire has an accurate, current view of its environment.

In parallel, the Shire will strengthen its security posture, achieving Essential Eight Maturity Level 1 as a visible, audit-ready milestone. If a new provider is appointed, it may carry out a fresh Essential Eight review to confirm the position under its management. The Shire will also renew the disaster recovery plan that lapsed in 2024 so the organisation can recover confidently from a major outage. The incoming MSP will also be engaged to implement server-level data-at-rest encryption, addressing a carry-forward OAG audit finding; in the interim, the Shire's position is supported by a range of compensating controls including BitLocker encryption across all workstations and laptops, MFA, restricted file access, and encrypted cloud backups through Datto BCDR. Privacy and recordkeeping work is brought forward to meet the legislative timeline, ahead of the mandatory data breach reporting that begins in January 2027.

Year 1 also commences substantial ERP preparation work. The Shire will initiate the selection process with a structured, transparent approach to market, documenting the application portfolio, current-state business processes, and ERP requirements before engaging vendors. Data cleanup will begin across SynergySoft's finance, HR, asset, and records data to ensure a defensible position ahead of any migration. Alongside this, the Shire will address operational control gaps in fuel, odometer, and minor asset recording, and will assess whether an interim customer requests solution is warranted ahead of ERP. The T-drive migration toward

SharePoint will be planned, and the need for an intranet and improved facility booking and payment capability will be reviewed, with recommendations informing Year 2 decisions.

Taken together, the Year 1 actions give the Shire clearer accountability, better-informed investment decisions, and a stronger, more compliant ICT foundation to build on.

2.2 Year-2 IT Plan – (FY27-28) ERP Scoping and Selection, T-Drive Migration, and Maturing Governance

Year 2 builds on the foundations established in Year 1, shifting the focus toward implementation, deeper integration, and organisational readiness for the ERP transition. Governance cadence is maintained through quarterly risk management meetings, an MSP performance review, and a user access audit. The Recordkeeping Plan is confirmed and updated to reflect current systems, BYOD and wireless network access controls are formalised, and information retention and disposal schedules are defined. ICT governance policies are reviewed and updated, and asset planning and replacement work continues in line with the budget.

On business continuity, UPS coverage, expected runtime, and failover test schedules are confirmed across key locations. Business continuity and disaster recovery testing is conducted, and the BCDR document is updated based on the findings.

Year 2 is the most significant year for business systems. The T-drive migration to SharePoint proceeds, governed by the confirmed Recordkeeping Plan. An intranet solution is implemented, giving staff a central point for communications, documents, and self-service. The ERP selection process continues, with implementation project planning, a staff training plan, and training material and SOP development underway. Training and change management activity begins in earnest, alongside ERP integration work and user acceptance testing. The review of online facility booking and payment solutions is also completed this year, with a recommendation informing any implementation decision.

On infrastructure, a replacement or migration plan for the ageing phone system is developed, and the Shire's network diagram is reviewed and updated. The security workstream includes vulnerability and penetration testing, cyberawareness training, and a review of the desirability of attaining Essential Eight Maturity Level 2 to inform the Year 3 security direction.

Taken together, Year 2 represents the Shire's most active delivery period, moving from planning and assessment into implementation across business systems, infrastructure, and governance.

2.3 Year-3 IT Plan – (FY28-29) Implementing the ERP and Managing the Change

Year 3 is the delivery year for the Shire's largest planned change, putting into practice the new core business system (ERP) decided and scoped in Year 2. The focus is on implementing it well rather than simply switching it on. This means careful project planning, cleaning up and migrating data, connecting the new system to the systems the Shire keeps, and testing thoroughly before go-live. Just as important is supporting people through the change, with staff training, simple how-to guides and procedures, and a clear change-management approach so the new system is adopted confidently and delivers the value expected. The work stays aligned with the Wheatbelt ROC group and the agreed sequencing across the partner councils.

By Year 3, the governance and management routines established earlier are running as business as usual. The Shire continues its quarterly risk reviews with the Audit and Risk Committee, formally reviews the provider's performance against agreed service levels, refreshes its ICT policies to reflect the new environment, and audits user access to keep it appropriate and secure. Asset planning continues to reflect the steady shift from capital purchases to cloud-based costs, and recordkeeping is kept current as systems change. These are no longer new initiatives but established, repeatable practices that demonstrate the maturity the Office of the Auditor General looks for.

Security and continuity also continue as ongoing disciplines, with regular vulnerability and penetration testing, cyber awareness training, and disaster recovery exercises that keep the recovery plan current. Taken together, the Year 3 actions mark the Shire's transition from a period of transformation to a stable, mature, and cloud-aligned ICT environment, with the new core business system in place, information well governed, and risk, security, and vendor performance managed as a matter of routine.

2.4 Year-4 IT Plan – (FY29-30) Embedding the ERP Change and Continuous Improvement

Year 4 marks the consolidation phase of the plan. With the ERP now implemented and the major infrastructure and governance changes of the preceding years in place, the focus shifts to embedding good practice, optimising what has been built, and ensuring the Shire's ICT environment remains well governed, secure, and fit for purpose on an ongoing basis.

Governance continues through the established quarterly risk management meeting cadence, an MSP performance review, a user access audit, and the annual review and update of the ICT plan for the following financial year. ICT governance policies are reviewed and updated, the Recordkeeping Plan is confirmed to reflect current systems and any cloud changes flowing from the ERP transition, and asset planning and replacement work continues in line with the budget cycle.

Business continuity and disaster recovery testing is conducted and the BCDR document updated based on the findings, maintaining the tested and documented recovery position established in earlier years.

On business systems, the focus is on post-implementation review and continuous improvement. An ERP post-implementation review is conducted to assess whether the system is delivering the expected benefits and to identify any gaps or configuration changes needed. Annual ERP business process and workflow and automation review cycles are established as a standing activity, ensuring the Shire continues to extract value from the investment and that processes do not drift back toward manual workarounds.

On infrastructure, a server decommissioning plan is established, reflecting the expected reduction in on-premise reliance following the ERP and cloud transition, and the network diagram is reviewed and updated. The security workstream maintains the pattern of vulnerability and penetration testing and cyberawareness training established in prior years.

3.0 ICT Program Register

3.1 Program 1 – Governance & Compliance

Purpose:

Strengthen governance, accountability, privacy compliance and ICT risk management.

Major Deliverables:

FY2026-27

- ICT Governance Framework
- Privacy Policy
- Information Management Policy
- Acceptable Use Policy
- Data Breach Response Policy
- AI Policy
- ICT Risk Register - All ICT risks are recorded and monitored through the ICT Risk Register 2026-2030. Risks are reviewed quarterly through Executive Management Team meetings and reported to the Audit and Risk Committee as required.

FY2027-28

- Policy review
- Recordkeeping Plan review
- Privacy compliance monitoring

FY2028-30

- Continuous improvement
- Annual audits

3.2 Program 2 – Cybersecurity

Purpose:

Improve cyber resilience and achieve Essential Eight maturity targets.

Year 1

- Essential Eight assessment
- Vulnerability testing
- MFA review
- Security awareness training
- User access audit

Year 2

- ML1 maintenance
- Internal penetration testing

Year 3

- Review ML2 pathway

Year 4

- Continuous improvement

3.3 Program 3 – ERP Replacement Program

Purpose:

Replace Synergy Soft and associated legacy applications.

FY2026-27

- Business process mapping
- Requirements gathering
- Data cleansing
- Market research

FY2027-28

- Procurement
- Vendor selection
- Contract negotiation

FY2028-29

- Configure system
- Migration
- User testing
- Training

FY2029-30

- Post implementation review
- Optimisation

3.4 Program 4 – Information & Records Management

Purpose:

Improve data quality, privacy and accessibility.

Key Projects

- T-drive migration
- SharePoint implementation
- Intranet development
- Information classification framework
- Retention and disposal schedules

3.5 Program 5 – Infrastructure & Technology

Purpose:

Maintain secure, reliable and resilient ICT infrastructure that supports service delivery, cybersecurity, business continuity and future digital transformation initiatives.

Detailed hardware lifecycle planning is maintained through the ICT Asset Replacement Summary and ICT Asset Register and reviewed annually during the budget process.

Projects

- MSP transition
- Firewall replacement
- Switch replacement
- Phone system review
- Network documentation
- Asset replacement program
- Server decommission planning

4.0 Annual Action Plan

The ICT Action Register forms Appendix A to this Plan and is maintained as the operational implementation document supporting delivery of this Plan.

Progress against the ICT Action Register will be included in periodic ICT reporting to the Executive Management Team and annual ICT reporting to Council.

Each action within the ICT Action Register is assigned a Strategic Objective reference (SO1-SO5) and, where applicable, a linked ICT Risk Register reference to demonstrate alignment between strategic objectives, operational delivery and risk management.

5.0 Financial Summary

Program	FY26-27	FY27-28	FY28-29	FY29-30
Governance	$10,000	$5,000	$2,000	$2,000
Cybersecurity	$15,000	$15,000	$15,000	$15,000
ERP	$25,000	$100,000	Major Project	Optimisation
Infrastructure	Budget Allocation	Budget Allocation	Budget Allocation	Budget Allocation
BCDR	$10,000	$10,000	$10,000	$10,000

The Financial Summary provides indicative expenditure estimates only. Actual project budgets will be considered through annual budget adoption processes and may vary due to procurement outcomes, vendor pricing, project scope changes and Council priorities.

6.0 ICT KPI Dashboard

KPI	Target	Owner	Frequency
Essential Eight Maturity	Annual Improvement	MSP	Annual
Staff Cyber Training Completion	95%	DCEO	Quarterly

Critical Systems Availability	99%	MSP	Monthly
ICT Risks Reviewed Quarterly	100%	DCEO	Quarterly
Disaster Recovery Test Completed	Annual	MSP	Annual
Major Projects Delivered On Time	90%	DCEO	Annual
Annual Plan Actions Completed	80%	DCEO	Annual

7.0 Monitoring and Review

7.1 ICT Reporting

The Executive Management Team will receive periodic ICT updates as required, covering:

- Key ICT projects and priorities
- Significant ICT risks and cybersecurity issues
- Budget matters where relevant
- Major system issues or improvements

7.2 Annual ICT Reporting

An annual review of ICT activities will be undertaken and reported to Council as appropriate. The review may include:

- Progress on key ICT initiatives
- Significant ICT risks and cybersecurity matters
- Major projects and system improvements
- ICT priorities for the coming year
- Any recommendations arising from audits or compliance requirements

Annual Review Considerations

The review will consider:

- Progress against ICT priorities
- Significant ICT risks and trends
- Cybersecurity requirements
- Technology replacement and upgrade needs
- Legislative and regulatory changes

8.0 Supporting Documents

The following documents support implementation of this Operational Plan:

- ICT Strategic Plan 2025-2030
- ICT Action Register
- ICT Risk Register
- ICT Asset Replacement Summary
- ICT Asset Register
- Business Continuity and Disaster Recovery Plan
- Shire of Corrigin's Council Plan

The ICT Operational Plan should be read in conjunction with the ICT Strategic Plan 2025-2030 and the supporting governance documents contained within the ICT Governance Framework. Where inconsistencies arise, the ICT Strategic Plan takes precedence as the primary strategic planning document.

9.0 Appendices

9.1 Appendix A

ICT Action Register

9.2 Appendix B

ICT Risk Register

9.3 Appendix C

Asset ICT Register

Asset Replacement Summary

ICT ACTION REGISTER

Appendix A

1. Action Register

Supporting document to the ICT Strategic Plan 2025-2030 and ICT Operational Plan 2026-2030.

1.1. Year-1 ICT Plan (FY26-27) – Strengthening ICT Governance, MSP Procurement, PRIS Readiness & ERP Migration Preparation

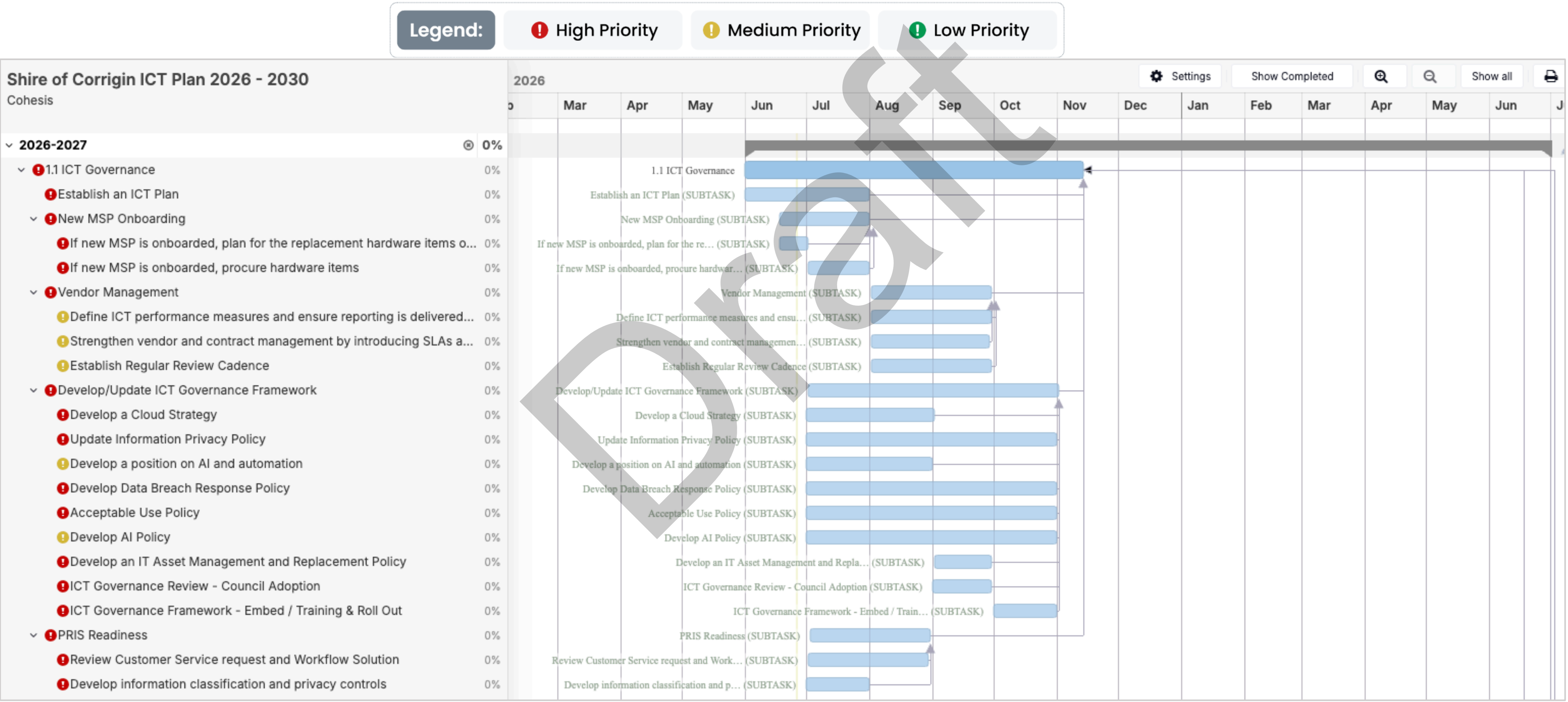


Figure 1: FY 26-27 Year 1 ICT Plan – Part1

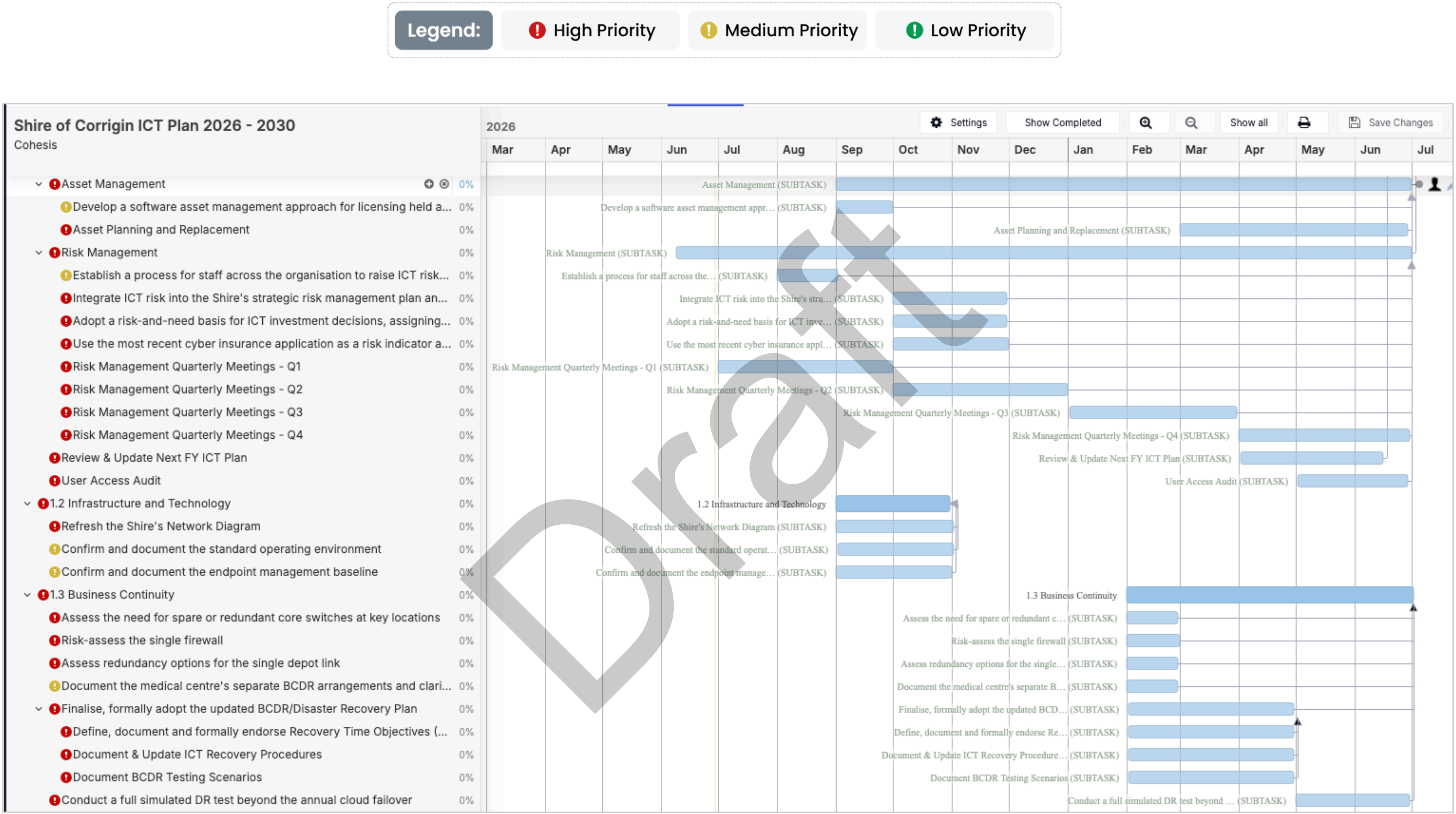


Figure 2: FY 26-27 Year 1 ICT Plan – Part2

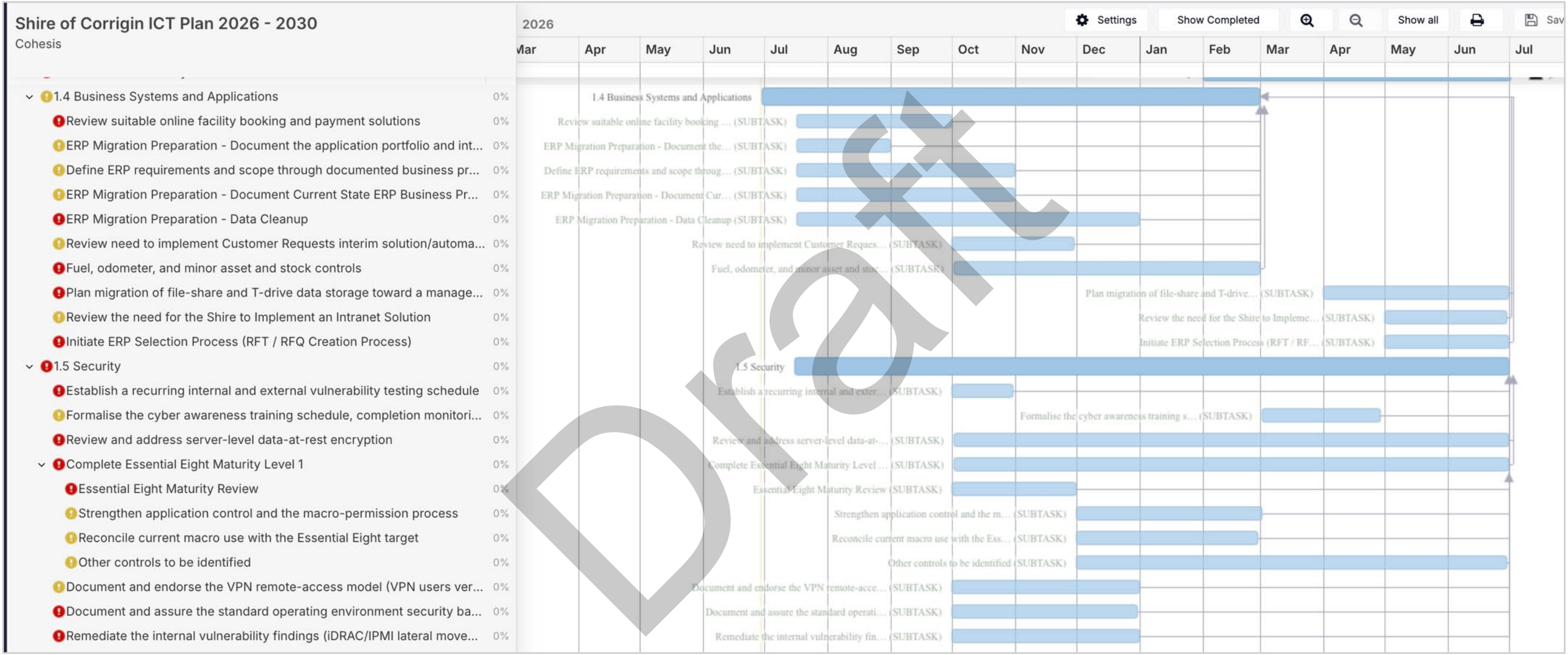


Figure 3: FY 26-27 Year 1 ICT Plan – Part3

1.1.1 Governance

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-G1			**Establish an ICT roadmap**	• Define the ICT vision, guiding principles, and target state. • Identify strategic initiatives and develop a prioritised multi-year roadmap. • Prepare high-level cost estimates and align to budget cycles. • Draft the ICT Plan and present to the Executive and Council for endorsement.	Cohesis	Included	Critical	JUN - JUL 2026	
Y1-G2			**Update Information Privacy Policy**	• Map the existing 2018 policy against the eleven IPPs (Information Privacy Principles, the legally enforceable rules in Schedule 1 of the PRIS Act governing how personal information is collected, used, stored and disposed of) and note the gaps. • Draft a replacement policy covering all eleven IPPs in plain language, including a complaints pathway and reference to the Information Commissioner. • Add the designated Privacy Officer and contact point. • Adopt and publish to meet the IPP 5 obligation (openness, which requires the entity to publish a privacy policy) at commencement (1 July 2026). • Set an annual review cycle.	Shire / Consultant	$1,500 - $3,000	Critical	JUL – OCT 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-G3			**PRIS Readiness - Review Customer Service request and Workflow Solution**	• Document the current customer service request process (website form, spreadsheet, paper at the depot) and its limitations, including lost jobs, no reporting, no audit trail, and no tracking against the customer service charter. • Define the target workflow: intake, routing to the responsible officer or team, status tracking, completion, and reporting. • Evaluate a lightweight workflow solution integrated with the website and a central email account, using rules-based or AI-assisted routing. • Confirm how the solution avoids duplication with future ERP scope so it can be retired or carried forward later. • Pilot, train, and roll out, capturing the documented process to feed ERP requirements.	Shire	Internal	Critical	JUL-AUG 2026	
Y1-G4			**PRIS Readiness - Develop information classification and privacy controls**	• Map the personal and sensitive information the Shire collects, stores, and shares, including via forms and the T-drive. • Develop an information classification scheme with handling controls aligned to the State Records Act 2000 and the PRIS Act. • Update collection notices, privacy statements, and forms so the community is informed how information is collected, used, stored, and protected.	Shire	Internal	Critical	JUL 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Define retention and disposal requirements and govern the T-drive to SharePoint migration under a Recordkeeping Plan before migration proceeds. • Prepare for serious data breach reporting obligations commencing 1 January 2027.					
Y1-G5			**If new MSP is onboarded, plan replacement hardware procurement**	• Quantify the replacement cost of any incumbent-owned hardware and confirm whether the new MSP will supply, rent, or transfer ownership of equivalent equipment. • Prioritise replacement of the end-of-life Sophos XG125 firewall (XGS 126 recommended), noting cyber insurance implications. • Review single points of failure (single firewall, depot point-to-point link) and consider redundancy. • Align procurement with the capital budget and asset replacement schedule.	Shire /MSP	TBD	Critical	JUL 2026	
Y1-G6			**Develop/ Update ICT Governance Framework**	Develop or update core ICT governance documents, including: • **Information Management / Data Governance Policy -** No data classification, information asset ownership, or retention and disposal rules. Needed for PRIS IPP 4 and OAG. • **Cloud Strategy** – Fundamental before ERP Migration	Shire	$4,000 - $6,000	High	JUL-NOV 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• **IT Asset Management & Replacement Policy** • **Data Breach Response Policy** - Required for the PRIS notifiable breach scheme from 1 January 2027. • **Acceptable Use Policy** (AUP) - The 2021 Mobile Phones policy is the de facto AUP but is device-centric and dated. Needs rebuilding to cover cloud, email, internet and AI. • **AI and Automated Decision-Making Policy** - None. Connects to the PRIS automated decision-making provisions and the automation work in the plan.					
Y1-G7			**ICT Governance Review - Council Adoption**	Finalise draft ICT Governance Framework documents and prepare for Executive and Council endorsement.	Shire	Internal	High	SEP 2026	
Y1-G8			**ICT Governance Framework - Embed / Training & Roll Out**	• Communicate adopted policies to all staff and councillors. • Incorporate policy acknowledgement into staff induction and onboarding. • Deliver targeted training on key policies (Acceptable Use, Privacy Policy etc). • Align cyber awareness training (uSecure) with the policy roll out. • Assign an owner and review cycle to each governance document.	Shire	Internal	High	OCT 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-G9			**New MSP Onboarding**	• Implement onboarding and transition plan with the selected MSP. • Confirm transfer of documentation, credentials, and asset registers (e.g. IT Glue records). • Validate backup, monitoring, and security configurations on handover. • Confirm knowledge transfer and continuity of support. • Establish governance, reporting, and escalation arrangements from day one.	MSP & Shire	Internal	High	JUN-JUL 2026	
Y1-G10			**Risk Management - Integrate ICT risk into the Shire's strategic risk management plan and maintain a dedicated ICT risk register**	• Confirm ICT risks are represented within the Shire's strategic risk management plan. • Establish and maintain a dedicated ICT risk register covering technology, security, vendor, continuity, and compliance risks. • Align the register with the Audit and Risk Committee reporting cycle. • Assign ownership for each risk and its mitigations.	Shire	Internal	High	OCT - NOV 2026	
Y1-G11			**Risk Management - Adopt a risk-and-need basis**	• Define a risk-and-need framework for prioritising ICT investment. • Assign likelihood and consequence ratings to each ICT risk.	Shire	Internal	High	OCT - NOV 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
			for ICT investment decisions, assigning likelihood, consequence and indicative cost / dollar values to each ICT risk	• Attach indicative cost or dollar values to risks and their mitigations. • Use the framework to justify and sequence ICT spend in the budget and long-term financial plan.					
Y1-G12			**Risk Management - Use the most recent cyber insurance application as a risk indicator and review against current controls**	• Obtain the most recent cyber insurance application or renewal questionnaire. • Compare the declared controls against the controls currently in place. • Identify gaps, particularly the end-of-life Sophos firewall and any Essential Eight shortfalls. • Remediate material gaps and ensure future declarations remain accurate.	Shire	Internal	High	OCT - NOV 2026	
Y1-G13			**Risk Management Quarterly Meetings**	• Confirm a standing quarterly cadence for ICT risk review, aligned to the Audit and Risk Committee. • Maintain attendance from the CEO/DCEO, MSP, and relevant officers.	Shire	Internal	High	JUL-DEC 2026 JAN-JUN 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Review and update the ICT risk register at each meeting, ensuring no quarter is missed. • Escalate material risks to the Executive and Council as required.					
Y1-G14			**User Access Audit**	• Audit user and administrative access across key systems (Microsoft 365, Synergy Soft, line-of-business applications, and portals). • Verify access aligns with role and the principle of least privilege. • Confirm the joiners, movers, and leavers process is applied, including timely removal of access on offboarding. • Review privileged and administrative accounts against Essential Eight requirements. • Record findings and remediate, feeding results into the risk register.	Shire	Internal	High	MAY -JUN 2027	
Y1-G15			**Review & Update Next FY ICT Plan**	• Review progress and outcomes of the current ICT Plan initiatives. Assess whether planned objectives and timelines were achieved. Identify carry-over items, deferred activities, and completed actions. • Review emerging risks, technology changes, and business priorities. • Consult with the Executive and key stakeholders on next year's priorities. • Update initiatives, sequencing, and budget estimates for the next financial year.	Shire	Internal	High	MAY -JUN 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Prepare the updated ICT Plan for Executive review and endorsement.					
Y1-G16			**Develop a position on AI automation**	• Define the Shire's position and guiding principles on the use of AI and automation. • Identify candidate use cases that deliver value, such as customer request routing, procurement and approval workflows, and field data capture. • Establish governance for responsible use, covering data privacy, accuracy, transparency, and human oversight. • Address the PRIS Act automated decision-making provisions and ensure any automated decisions are compliant and explainable.\ • Consider existing capability (Microsoft 365 and Copilot) before new investment and align with the cloud and ERP direction. • Incorporate the position into the Acceptable Use and AI policy and review it periodically as the technology evolves.	Shire	$5,000 - $10,000	Medium	JUL-AUG 2026	
Y1-G17			**Vendor Management - Define ICT performance measures and**	• Agree a clear, digestible reporting format with the MSP, as current reports are lengthy and not actively reviewed. • Establish a regular management cadence to review the reports.	MSP & Shire	Included	Medium	AUG -SEP 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
			ensure reporting is delivered in a digestible format and actively reviewed.	• Ensure plant and asset replacement schedules are presented in an accessible format.					
Y1-G18			**Vendor Management - Strengthen vendor and contract management by introducing SLAs and KPIs**	• Strengthen vendor and contract management by introducing SLAs and KPIs• Define service level agreements (SLAs) covering response and resolution times. • Establish KPIs aligned to Shire expectations, addressing the slow and recurring issue resolution noted during discovery (e.g. printing faults). • Embed SLAs and KPIs into the new MSP contract. • Establish account management check-ins and reporting against agreed SLAs and KPIs.	MSP & Shire	Internal	Medium	AUG -SEP 2026	
Y1-G19			**Vendor Management - Establish Regular Review Cadence**	• Identify ICT vendors and suppliers considered critical to Shire operations. • Review existing contracts, renewal dates, and service scopes. • Define simple vendor performance criteria covering service quality, responsiveness, reliability, cost, and risk.	MSP & Shire	Internal	Medium	AUG -SEP 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Develop a standard annual vendor review template. • Conduct performance reviews for critical ICT vendors using agreed criteria. • Document findings, issues, and improvement actions. • Escalate material risks or underperformance to the Executive as required. • Use review outcomes to inform renewal, renegotiation, or procurement decisions.					
Y1-G20			**Risk Management - Establish a process for staff across the organisation to raise ICT risks into the register**	• Define a simple mechanism for any staff member to raise an ICT risk (for example via a Teams channel, form, or line manager). • Communicate the process and encourage reporting at staff meetings. • Triage raised items for inclusion in the ICT risk register. • Provide feedback to staff on actions taken, to sustain engagement.	Shire	Internal	Medium	AUG 2026	
Y1-G21	**S01 S04**	**ICT-R03 ICT-RO8**	**Conduct a privacy breach tabletop exercise.**	• Test escalation and notification procedures. • Validate Privacy Officer responsibilities. • Review PRIS compliance obligations. • Record lessons learned.	Shire	Internal	Medium	JAN 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Update Data Breach Response Policy where required.					

1.1.2 Infrastructure and Technology

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-IT1			**Refresh the Shire's Network Diagram**	• Update the diagram to accurately reflect the current network and infrastructure as deployed. • Show the standalone Medical Centre network as a distinct, separately supported environment so the boundary is clear. • Annotate single points of failure to support the risk and BCDR workstreams. • Maintain the diagram as a living document and require the incoming MSP to keep it current as part of onboarding and ongoing change management.	MSP	Internal	High	SEP-OCT 2026	
Y1-IT2			**Confirm and document the standard operating environment (SOE)**	• Document the standard hardware build and the standard application set so any staff member can be set up consistently. • Confirm the Microsoft 365 Business Premium baseline as the SOE standard. • Confirm licensing allocation, with Business Basic, Copilot, Project, and Visio recorded as exceptions to the standard. • Define the device replacement standard within the ICT Asset Management Plan (current five-year cycle, with a shorter cycle considered for laptops).	MSP	Internal	Medium	SEP-OCT 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-IT3			**Confirm and document the endpoint management baseline**	• Confirm and document endpoint management through Intune, including enrolment, configuration, and patching. • Document the security baseline applied to endpoints: Defender for Endpoint and Server, conditional access, and MFA. • Confirm how new devices are enrolled and brought under management as standard.	MSP	Internal	Medium	SEP-OCT 2026	
Y1-IT4	**S02 S05**	**ICT-R10 ICT-R13**	**Validate the ICT Asset Register.**	• Reconcile devices against the physical environment. • Confirm ownership and lifecycle status. • Review software licensing. • Update asset records. • Correct discrepancies.	Shire	Internal	Medium	OCT - NOV 2026	

1.1.3 Business Continuity

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-BC1			**Finalise, formally adopt the updated BCDR/Disaster Recovery Plan**	• Complete the update of the BCDR / Disaster Recovery Plan, which lapsed in 2024. • Confirm RTOs and RPOs are documented and agreed. • Validate the plan against the MSP's backup and recovery arrangements (on-premises and cloud failover, with 12-month retention). • Present the plan to the Executive and Audit and Risk Committee for formal adoption. • Set a review cycle so the plan does not lapse again.	MSP & Shire	Internal	High	FEB-APR 2027	
Y1-BC2			**Assess the need for spare or redundant core switches at key locations**	• Assess the risk of the single firewall as a single point of failure, given all internet connections pass through it. • Consider mitigation options, including the spare unit currently held in stock, a high-availability pairing, or accepting the risk. • Factor in the firewall's end-of-life status and the associated cyber insurance implications. • Recommend a position on a risk-and-cost basis and align it with procurement planning.	MSP	TBD	High	FEB 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-BC3			**Risk-assess the single firewall**	• Identify the core switches at the shire office, depot, and CRC and their criticality. • Assess the impact of a switch failure at each location. • Determine whether spare units or redundant switches are warranted on a risk-and-cost basis. • Recommend a position and reflect it in asset and procurement planning.	MSP	Internal	High	FEB 2027	
Y1-BC4			**Assess redundancy options for the single depot link**	• Assess the impact of losing the single point-to-point link between the shire office and the depot. • Evaluate redundancy options (a secondary wireless path, cellular failover, or alternative routing), noting the mast height, tree foliage, and limited physical access. • Recommend a cost-effective option on a risk basis. • Reflect the decision in procurement and BCDR planning.	MSP	Internal	High	FEB 2027	
Y1-BC5			**Document BCDR Testing Scenarios**	• Define a set of test scenarios beyond the current annual cloud failover, for example loss of the firewall, internet router, depot link, or phone system. • Document the expected response, roles, recovery steps, and success criteria for each scenario. • Align the scenarios with the RTOs and RPOs in the BCDR Plan. • Schedule the scenarios into an annual testing calendar.	Consultant	\$5,000 - \$10,000	High	FEB-APR 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-BC6			**Conduct a full simulated DR test beyond the annual cloud failover**	• Plan a full simulated DR test that goes beyond the annual cloud failover, including an on-site hardware scenario with scheduled downtime. • Coordinate with the MSP to execute the test in a controlled window. • Verify recovery against the documented RTOs and RPOs. • Capture findings and feed remediation actions into the risk register and BCDR Plan.	MSP	$5,000 - $10,000	High	MAY -JUN 2027	
Y1-BC7			**Document the medical centre's separate BCDR arrangements and clarify the Shire's responsibilities and dependencies**	• Document the Medical Centre's BCDR and support arrangements, noting it is a standalone network supported separately. • Clarify the Shire's responsibilities and dependencies, including its role as Telstra account holder and bill payer, and the bonded connectivity the MSP installed. • Identify any continuity dependencies between the Shire and the Medical Centre. • Record escalation and contact points so responsibilities are clear during an incident.	Shire/ Consultant	Can be included in Y1-BC6	Medium	FEB-2027	

1.1.4 Business Systems

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-BS1			**Initiate ERP Selection Process (RFT / RFQ Creation Process)**	• Define a structured, transparent selection process aligned with procurement policy and OAG expectations. • Establish evaluation criteria covering functional fit, cost, implementation risk, vendor capability, and support. • Develop the approach to market (for example an RFI or tender), drawing on the requirements and application portfolio. • Decide on requirements before engaging vendors, to avoid premature commitments and "sweetheart" deals.	Shire	$20,000 - $25,000	High	MAY – JUN 2026	
Y1-BS2			**Review suitable online facility booking and payment solutions**	• Document the current facility and venue booking process, including Bookings Plus, the manual invoicing, and the absence of online payment. • Capture the workarounds it creates, such as the weekly cleaning schedule being snipped and sent to works staff who have no system access of their own. • Define the requirements: web-based booking, online payment, automated confirmations and invoicing, and finance integration.	Shire/ Consultant	$5,000 - $8,000	High	JAN-MAR 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Build PRIS-compliant privacy and payment-handling requirements (Y1-P2) into the specification. • Recommend a preferred option with a business case to inform Year 2 implementation.					
Y1-BS3			**Fuel, odometer, and minor asset and stock controls**	• Document the current manual fuel and odometer recording process and the gaps in minor asset and stock controls, recognising this as an internal control gap and an area of anticipated OAG scrutiny. • Define the control objective: accurate, auditable records that can demonstrate fuel and stock are properly accounted for and not misappropriated. • Establish an interim recording and reconciliation process (fuel issued against odometer readings) with appropriate segregation of duties and review. • Strengthen minor asset and stock controls covering recording, custody, and periodic stocktake and reconciliation. • Determine whether automation or a mobile field solution can replace the manual process.	Shire / Consultant	$5,000 - $10,000	High	OCT -FEB 2027	
Y1-BS4			**ERP Migration Preparatio**	• Review the current SynergySoft data landscape, including finance, asset register, HR, payroll, and records modules, to identify the	Shire	Internal	Medium	JUL-DEC 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
			n - Data Cleanup	scope of data that will need to be cleansed or migrated ahead of any ERP transition. • Document known data quality issues, such as duplicate records, incomplete asset entries, manual workarounds captured in Excel spreadsheets rather than SynergySoft, and inconsistent coding conventions. • Establish a data ownership and stewardship model that assigns responsibility for each data domain (finance, HR, assets, records) to a named officer, ensuring accountability for cleanup and sign-off prior to migration. • Develop a data cleanup plan with prioritised actions, focusing first on the records and asset data that carry the highest risk if migrated incorrectly, including minor assets currently managed without a formal system of record. • Execute the data cleanup plan and document outcomes in a data readiness report, to serve as an auditable record of pre-migration data quality					
Y1-BS5			**ERP Migration**	• Document the full application portfolio, including line-of-business	Shire	Internal	Medium	JUL –	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
			Preparation - Document the application portfolio and integration points	systems (Synergy Soft, Athenian, Bookings Plus, Altus Leave, the standpipe system) and supporting tools. • Identify integration points, data flows, and dependencies between systems. • Note data ownership, licensing, and which systems an ERP could consolidate versus those that remain standalone. • Assess data quality and cleansing needs ahead of any migration. • Use the portfolio to inform the ERP scope and the selection process.				AUG 2026	
Y1-BS6			**Define ERP requirements and scope through documented business process analysis**	• Analyse the documented current-state processes to define future-state requirements. • Distinguish must-have, should-have, and nice-to-have requirements, including statutory and OAG control requirements. • Define the ERP scope and modules needed (rates and finance, payroll, HR, procurement, assets, customer service) and what may remain best-of-breed.	Shire	Internal	Medium	JUL-OCT 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Consider how Microsoft 365, automation, and AI could meet some needs, to avoid over-scoping the ERP. • Confirm alignment with the Wheatbelt ROC group approach and Narembeen's lead implementation.					
Y1-BS7			**ERP Migration Preparation - Document Current State ERP Business Processes**	• Document the current-state business processes an ERP would support: finance, procurement, payroll, HR, asset management, records, and customer service. • Capture how each process works today across Synergy Soft, Excel, and manual steps, including pain points and workarounds. • Identify control gaps, such as the procurement audit trail and override issue, and the manual reconciliations. • Carry forward the processes defined by the Year 1 interim solutions so they become requirements. • Validate the documented processes with process owners.	Shire / Consultant	$5,000 - $20,000	Medium	JUL-OCT 2026	
Y1-BS8			**Plan migration of file-**	• Assess the current file-share and T-drive data: volume, structure,	Shire	TBD	Medium	APR –	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
			share and T-drive data storage toward a managed, secured and classified solution such as SharePoint	ownership, and sensitivity. • Define the target managed solution (such as SharePoint) with security, access controls, and information classification applied. • Confirm the Recordkeeping Plan and retention and disposal schedules are in place before migration proceeds. • Develop a migration plan covering sequencing, redundant-data clean-up, permissions, and user training. • Coordinate with the MSP and align with the cloud strategy and ERP sequencing.				JUN 2026	
Y1-BS9			**Review the need for the Shire to Implement an Intranet Solution**	• Assess the need and benefits of an intranet: staff communications, document access, forms, schedules, and self-service. • Identify the pain points it could address, such as manually sharing schedules with works staff who have no access of their own. • Consider delivery through existing Microsoft 365 and SharePoint capability before any new investment.	Shire	$10,000	Medium	MAY – JUN 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Weigh the timing against the ERP and SharePoint migration to avoid duplication. • Recommend whether to proceed and, if so, define the scope and a phased approach.					
Y1-BS10			**Review need to implement Customer Requests interim solution/automation**	• Document the current customer requests process (website form, spreadsheet, paper at the depot) and its limitations: lost jobs, no audit trail, no reporting, and no tracking against the customer service charter. • Assess the need and business case for an interim solution ahead of the future ERP, weighing cost, effort, and the risk of duplication. • Evaluate a lightweight, rules-based or AI-assisted solution that routes requests from a central email account and the website to the responsible officer or team, with status tracking and reporting. • Apply the PRIS privacy controls (Y1-P2) to any forms and personal information captured. • Confirm and document the target process so it can define ERP requirements later. • If proceeding, pilot, train, and roll out; if deferring, record the decision and revisit at ERP scoping.	Shire	$5,000 - $10,000	Medium	OCT - NOV 2026	

1.1.5 Security

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-S1			**Review and address server-level data-at-rest encryption**	• Review whether server-level encryption remains a requirement given the planned ERP migration and likely decommissioning of the on-premise server and document the outcome of that review in the ICT risk register. • If encryption is still required, scope and implement BitLocker or equivalent on the on-premise server with the incoming MSP as part of onboarding. • Document the current compensating controls position (restricted file access, Synergy Soft user permissions, MFA, BitLocker on all workstations and laptops, and Datto BCDR with encrypted cloud backups) as an accepted interim risk in the ICT risk register. • Update the audit response once the review is complete and, if encryption has been implemented, formally close the finding.	Shire / MSP	TBD	High	OCT 2026 - JUN 2027	
Y1-S2			**Establish a recurring internal and external vulnerability testing schedule**	• Define a recurring schedule for both internal and external vulnerability testing, noting the scope has typically been external only. • Agree the frequency, scope, and reporting format with the provider.	Shire / MSP	Internal	High	OCT 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Ensure internal testing is included, given the lateral-movement findings from the last test. • Track findings to closure through the ICT risk register. • Align the testing cadence with cyber insurance and Essential Eight requirements.					
Y1-S3			**Complete Essential Eight Maturity Level 1**	• Confirm the current Essential Eight position against ML1 across all eight strategies. • Close the remaining ML1 gaps, focusing on user permissions and privileged access lockdown. • Validate application control and macro settings against ML1, noting macro exceptions are currently approved by Wallace. • Confirm patching, backups, and MFA meet ML1. • Make the Essential Eight uplift an explicit, visible workstream with evidence retained for OAG. • Document the ML1 baseline before targeting ML2.	MSP	TBD	High	OCT 2026 -JUN 2027	
Y1-S4			**Document and assure the standard operating environment security baseline**	• Document the security baseline applied to the SOE: Defender for 365, Defender for Endpoint and Server, conditional access, and MFA. • Confirm the baseline is applied consistently across all in-scope devices via Intune.	MSP	TBD	High	OCT - DEC 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Define how exceptions are approved and reviewed. • Establish periodic assurance checks that the baseline remains in place. • Cross-reference the SOE and endpoint documentation.					
Y1-S5			**Essential Eight Maturity Review**	• Conduct an Essential Eight maturity assessment across all eight mitigation strategies (application control, patch applications, configure Microsoft Office macro settings, user application hardening, restrict administrative privileges, patch operating systems, multi-factor authentication, and regular backups). • Establish the current maturity level achieved for each strategy and the gap to the target level (currently ML2 in the existing ICT plan). • Note and resolve discrepancies, such as macros still in use against the stated maturity target. • Produce a prioritised remediation roadmap and a baseline against which future reviews can be measured • Retain the evidence for OAG and align the review cadence with the risk register and reporting cycle.	Shire & External Consultant	$9,750	High	NOV - DEC 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y1-S6			**Remediate the internal vulnerability findings**	• Confirm the status of the internal findings from the last test: the iDRAC/IPMI lateral-movement risk and FTP enabled on the photocopier. • Remediate any open items, disabling insecure services where not required and restricting the iDRAC/IPMI management interface. • Verify remediation through re-testing or scanning. • Record the findings and their closure in the ICT risk register. • Feed lessons into the recurring testing schedule.	MSP	TBD	High	OCT - DEC 2026	
Y1-S7			**Formalise the cyber awareness training schedule, completion monitoring and follow-up with non-completing users.**	• Confirm and formalise the training schedule, currently delivered monthly via uSecure. • Establish completion monitoring with a clearly assigned owner. • Define a follow-up process for users who do not complete training, including escalation to managers. • Report completion rates to the Executive and Audit and Risk Committee. • Link the schedule to the Cyber Security and Acceptable Use policies.	Shire & MSP	Internal	Medium	MAR -APR 2027	
Y1-S8			**Document and endorse the VPN remote-**	• Document the current VPN remote-access model, distinguishing VPN managed (Shire-owned devices) from VPN users (personal or unmanaged devices).	MSP	TBD	Medium	OCT - DEC 2026	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
			access model (VPN users versus VPN managed) in policy	• Record the access and restrictions applied to each, for example RDP-only access and ACL controls for unmanaged devices. • Endorse the model in the Acceptable Use and Remote Access policy so the technical controls and policy align (link to Y1-G2). • Define who may use each model and the approval process. • Review the model against PRIS and information-handling requirements.					

1.2. Year-2 IT Plan – (FY27-28) ERP Scoping and Selection, T-Drive Migration, and Maturing Governance

Legend: High Priority | Medium Priority | Low Priority

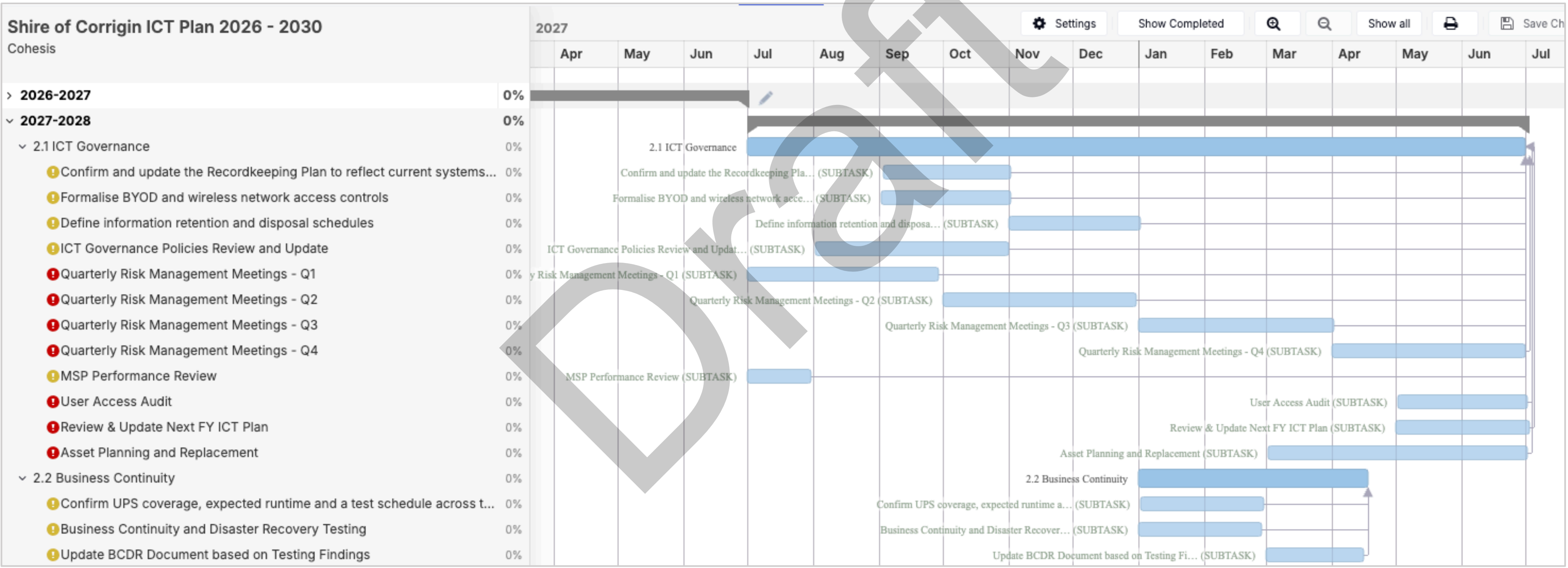


Figure 4: Shire of Corrigin ICT Plan Year 2 Part 1

Legend: High Priority | Medium Priority | Low Priority

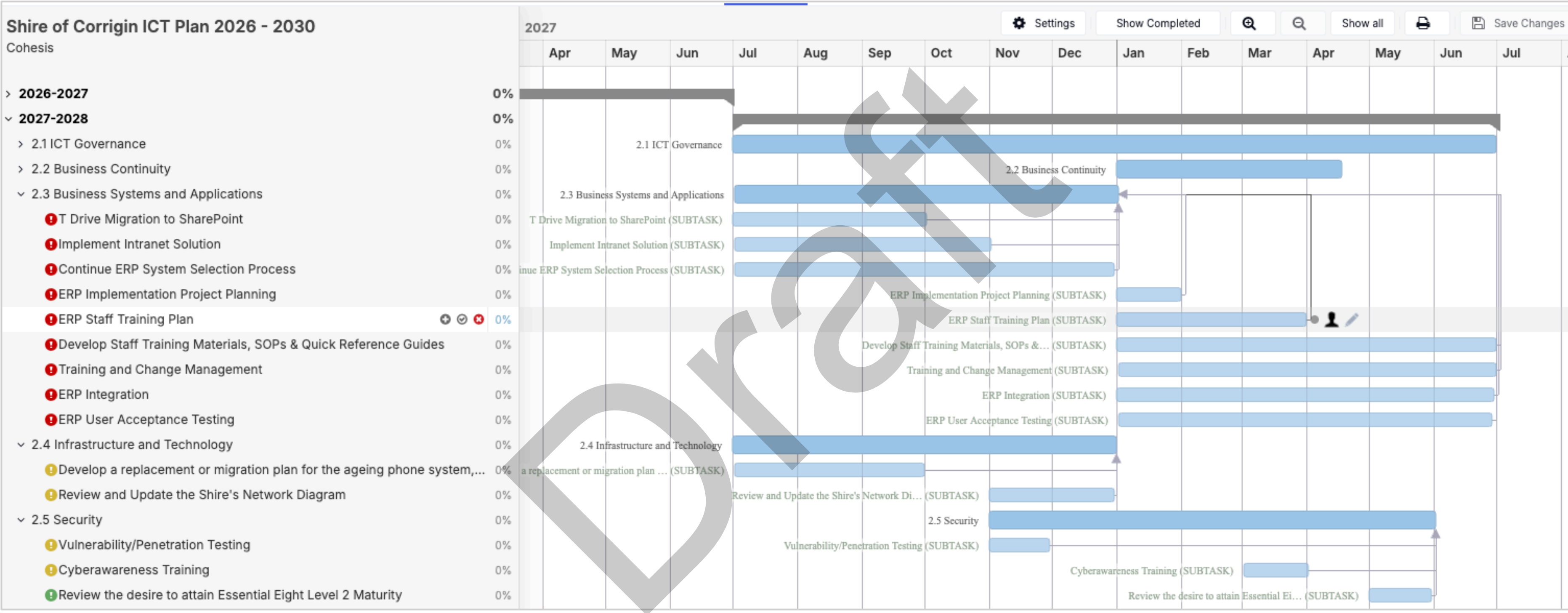


Figure 5: Shire of Corrigin ICT Plan Year 2 Part 2

1.2.1 Governance

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y2 - G1			**Quarterly Risk Management Meetings**	• Continue the standing quarterly ICT risk review aligned to the Audit and Risk Committee. • Review and update the ICT risk register each quarter. • Track remediation actions from the prior year to closure. • Escalate material risks to the Executive and Council as required.	Shire	Internal	High	JUL 2027 - JUN 2028	
Y2 - G2			**User Access Audit**	• Audit user and administrative access across key systems (Microsoft 365, Synergy Soft, line-of-business applications, and portals). • Verify access aligns with role and the principle of least privilege. • Confirm the joiners, movers, and leavers process is applied, including timely removal of access on offboarding. • Review privileged and administrative accounts against Essential Eight requirements.	Shire	Internal	High	MAY -JUN 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Record findings and remediate, feeding results into the risk register.					
Y2 - G3			**Review & Update Next FY ICT Plan**	• Review progress and outcomes of the current ICT Plan initiatives. Assess whether planned objectives and timelines were achieved. Identify carry-over items, deferred activities, and completed actions. • Review emerging risks, technology changes, and business priorities. • Consult with the Executive and key stakeholders on next year's priorities. • Update initiatives, sequencing, and budget estimates for the next financial year. • Prepare the updated ICT Plan for Executive review and endorsement.	Shire & MSP	Internal	High	MAY -JUN 2028	
Y2 - G4			**Asset Planning and Replacement**	• Review the ICT Asset Management Plan and the device replacement schedule. • Confirm the replacement standard (current five-year cycle, with a shorter laptop cycle if adopted) and budget accordingly.	Shire & MSP	Included	High	MAR -JUN 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Plan replacement of ageing or end-of-life assets, coordinated with the MSP. • Consider the CapEx to OpEx shift as systems move to cloud. • Align asset planning with the long-term financial plan and budget cycle.					
Y2-G5			**Confirm and update the Recordkeeping Plan to reflect current systems and the planned ERP and cloud changes**	• Review the existing Recordkeeping Plan against the State Records Act 2000 and the Shire's current systems. • Update it to reflect planned ERP and cloud changes, including the T-drive to SharePoint migration. • Ensure recordkeeping requirements are defined before any migration proceeds. • Confirm the plan addresses records held across Synergy Soft, file shares, and SharePoint. • Submit for endorsement and align with the retention and disposal schedules.	Shire	Internal	Medium	SEP-OCT 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y2 - G6			**Formalise BYOD and wireless network access controls**	• Build on the Year 1 BYOD policy to formalise the technical access controls. • Define wireless access standards, including separation of the guest and staff networks and the controls applied to each. • Determine the position on device authentication and MDM enrolment for BYOD. • Implement and document the agreed controls with the MSP. • Align with the Acceptable Use policy and PRIS information-handling requirements.	Shire & MSP	Included	Medium	SEP-OCT 2027	
Y2 - G7			**Define information retention and disposal schedules**	• Develop retention and disposal schedules aligned to the State Records Act 2000 and PRIS requirements. • Map record types across Synergy Soft, file shares, SharePoint, and email to retention periods. • Define disposal authorisation and audit processes. • Embed the schedules into the Recordkeeping Plan and the SharePoint configuration.	Shire	Internal	Medium	NOV - DEC 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Train relevant staff on retention and disposal obligations.					
Y2 - G8			**ICT Governance Policies Review and Update**	• Review the governance documents adopted in Year 1 against regulatory, operational, and technology changes, including the ERP and cloud direction. • Update policies as needed and re-confirm ownership and review cycles. • Incorporate lessons from incidents, audits, and risk reviews over the prior year. • Present material changes to the Executive and Council for endorsement.	Shire	Internal	Medium	AUG - OCT 2027	
Y2 - G9			**MSP Performance Review**	• Conduct a formal performance review of the MSP against the agreed SLAs and KPIs. • Assess service quality, responsiveness, reliability, reporting, and value. • Review against the digestible reporting and account-management arrangements established in Year 1. • Document findings and agree improvement actions.	Shire	Internal	Medium	JUL - 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Use the outcome to inform contract management and any renewal decisions.					
Y2-G10	**S01**	**ICT-R01**	**Review ICT KPI performance.**	• Assess achievement against targets. • Analyse trends. • Review relevance of measures. • Recommend KPI amendments. • Report findings to Executive and Council.					

1.2.2 Business Continuity

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y2 - BC1			**Business Continuity and Disaster Recovery Testing**	• Conduct the scheduled BCDR tests for the year, including the annual cloud failover and the scenarios documented in Year 1 (Y1-BC6). • Run at least one full simulated scenario beyond the cloud failover, for example loss of the firewall, depot link, internet connection, or phone system. • Validate recovery against the documented RTOs and RPOs in the BCDR Plan. • Involve the MSP and relevant staff and capture evidence of each test. • Record findings, gaps, and remediation actions in the ICT risk register.	MSP	$5,000 - $10,000	Medium	JAN - FEB 2028	
Y2 – BC2			**Confirm UPS coverage, expected runtime and a test schedule across the three locations**	• Confirm the make, model, rated capacity and runtime under load for each UPS across the three locations (Shire office, depot and CRC), and log details in IT Glue. • Verify battery health and last replacement date for each unit; flag any unit operating	MSP	Included	Medium	JAN - FEB 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				above 80% rated capacity or with batteries older than four years for immediate attention. • Confirm UPS management interfaces are sending alerts to the MSP monitoring platform and that alerts are being received and actioned. • Establish an annual self-test schedule for each unit, assign responsibility to the incoming MSP, and record planned test dates in the ICT calendar.					
Y2 - BC 3			**Update BCDR Document based on Testing Findings**	• Review the outcomes of the BCDR testing. • Update the BCDR / Disaster Recovery Plan to reflect lessons learned, including any revised RTOs, RPOs, recovery steps, or contacts. • Incorporate changes over the year, including ERP and cloud progress and any hardware changes made by the MSP. • Re-confirm roles, responsibilities, and escalation paths. • Submit material changes to the Executive and Audit and Risk Committee for	Shire and MSP	Can be included in Y2 - BC1	Medium	MAR -APR 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				endorsement and set the next review date.					

1.2.3 Business Systems and Application

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y2 - BS1			**T Drive Migration to SharePoint**	• Execute the migration of T-drive and file-share data to SharePoint per the migration plan (Y2-BS1). • Apply information classification, access controls, and retention schedules during the migration. • Clean up or archive redundant and duplicate data before or during the migration. • Validate data integrity, permissions, and access after migration. • Train staff on the new structure and decommission the legacy file shares once confirmed.	Shire / Consultant	TBD	High	JUL-SEP 2027	
Y2 - BS2			**Continue ERP System Selection Process**	• Define a structured, transparent selection process aligned with procurement policy and OAG expectations. • Establish evaluation criteria covering functional fit, cost, implementation risk, vendor capability, and support. • Develop the approach to market (for example an RFI or tender), drawing on the	Shire	$20,000 - $25,000	High	JUL-DEC 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				requirements and application portfolio. • Decide on requirements before engaging vendors, to avoid premature commitments and "sweetheart" deals.					
Y2 – BS3			**Implement an Intranet Solution**	• Assess current internal communication and document-sharing pain points, including reliance on the T Drive and manual distribution of schedules, cleaning rosters and staff notices. • Confirm that Microsoft 365 Business Premium licences already in place are leveraged as the primary platform, using SharePoint as the intranet foundation to avoid additional cost. • Define the scope and structure of the intranet, including staff news, policy library, forms, shared calendars and links to key systems such as SynergySoft. • Engage staff in the design process to ensure the solution reflects day-to-day needs and supports	Shire	$10,000	High	JUL-OCT 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				adoption across a small, mixed-capability team. • Configure, test and deploy the intranet, and migrate relevant content from the T Drive as a first phase of the broader T Drive to SharePoint transition. • Deliver staff training and publish a simple user guide and assign an internal owner responsible for keeping content current.					
Y2 – BS4			**ERP Implementation Project Planning**	• Work with the selected ERP vendor to establish the project structure: governance, sponsor, project manager, steering group, and resourcing. • Confirm scope, budget, and timeline based on the Year 2 requirements, selection, and vendor contract. • Develop the project plan covering phases, milestones, dependencies, and the cutover approach. • Define risk and issue management and an organisational change management plan.	Shire	Included	High	JAN 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Confirm backfill and capacity for staff involved, given the small team.					
Y2 – BS5			**Develop Staff Training Materials, SOPs & Quick Reference Guides**	• Develop role-based standard operating procedures for the new ERP processes. • Produce quick reference guides and how-to materials for common tasks. • Use the documented business processes as the basis for the SOPs. • Make the materials accessible (for example via SharePoint or the intranet) and version controlled. • Update the materials after go-live to reflect real-world use.	Shire	Internal	High	JAN – JUNE 2028	
Y2 – BS6			**Training and Change Management**	• Identify staff who will be primary users of the new ERP system and assess their current capability against the requirements of the incoming platform. • Develop a training plan in collaboration with the ERP vendor, covering all affected roles including finance,	Shire	Internal / Included	High	JAN – JUNE 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				payroll, records, assets and works. • Schedule training to align with the ERP go-live date, allowing sufficient lead time for staff to build confidence before cutover. • Communicate the change to all staff early and clearly, setting expectations around what will change, what will stay the same, and where to get help. • Nominate an internal change champion to support colleagues through the transition and act as a first point of contact for day-to-day queries. • Capture feedback during and after go-live and feed any issues into the project register.					
Y2 – BS7			**ERP Integration**	• Confirm the integration points identified in Year 2 and the systems that remain best-of-breed. • Design and configure integrations between the ERP and the retained systems. • Test data flows end-to-end and handle exceptions.	Shire	TBD	High	JAN – JUNE 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Document the integration architecture and update the network and application documentation. • Confirm security and information-handling controls across the integrations.					
Y2 – BS8			**ERP User Acceptance Testing**	• Develop UAT test cases from the documented business processes and requirements. • Coordinate business users to test core processes, integrations, and reports. • Log, triage, and resolve defects with the vendor before go-live. • Confirm statutory and control requirements, including OAG controls, are met in the configured system. • Obtain sign-off from process owners and the project sponsor before cutover.	Shire	TBD	High	JAN – JUNE 2028	

1.2.4 Security

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y2 - S1			**Vulnerability/ Penetration Testing**	• Conduct the scheduled internal and external vulnerability and penetration testing per the cadence established in Year 1. • Confirm scope covers both internal and external testing, given the prior internal findings. Remediate findings and track them to closure in the ICT risk register. • Compare results year-on-year to demonstrate improvement. • Use the results to support cyber insurance declarations and the Essential Eight position.	Contractor (Not MSP)	$7,500 to $15,000	Medium	NOV 2027	
Y2 - S2			**Cyber Awareness Training**	• Continue delivering the formalised cyber awareness training programme (uSecure) on the agreed schedule. • Monitor completion and follow up with users who do not complete training. • Refresh content to reflect emerging threats and any incidents over the year. • Report completion rates and phishing-simulation results to the Executive and Audit and Risk Committee.	Shire	TBD	Medium	MAR 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Reinforce training at staff meetings and through induction.					
Y2 - S3			**Review the desire to attain Essential Eight Level 2 Maturity**	• Review the current Essential Eight position (ML1 achieved in Year 1) against the ML2 target in the existing ICT plan. • Assess the effort, cost, and operational impact of moving from ML1 to ML2. • Weigh ML2 against the Shire's risk profile, OAG expectations, and peer local governments. • Decide whether to commit to ML2 and, if so, define a phased uplift roadmap. • Align the decision with the risk-and-need investment framework and the budget.	Shire and MSP	TBD	Low	MAY 2028	

1.2.5 Infrastructure and Technology

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y2 - IT1			**Develop a replacement or migration plan for the ageing phone system, including VoIP or Microsoft Teams options.**	• Review the current phone system's age, support status and failure risk, and document the operational impact of an unplanned outage given its identified fragility. • Assess VoIP and Microsoft Teams Phone as replacement options, considering existing Microsoft 365 Business Premium licences and the stability of the bonded Starlink/4G connection. • Engage the incoming MSP to provide options, costings and a recommended approach as part of their infrastructure onboarding assessment. • Present a recommended option to the CEO for decision, including indicative capital and ongoing costs for inclusion in budget forward estimates. • Document the accepted risk position on the existing system for the period prior	Shire & MSP	TBD	Medium	JUL – SEP 2027	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				to replacement and record it in the ICT risk register. • Develop a cutover plan once a solution is confirmed, including staff communication, training and a contingency arrangement for the transition period.					
Y2 – IT2			**Review and Update the Shire's Network Diagram**	• Review the network diagram against the current environment and any changes made over the year. • Retain the updated diagram as a living document with a defined review point.	MSP	TBD	Medium	NOV - DEC 2027	

1.3. Year-3 IT Plan – (FY28-29) Implementing the ERP and Managing the Change

Legend: High Priority | Medium Priority | Low Priority

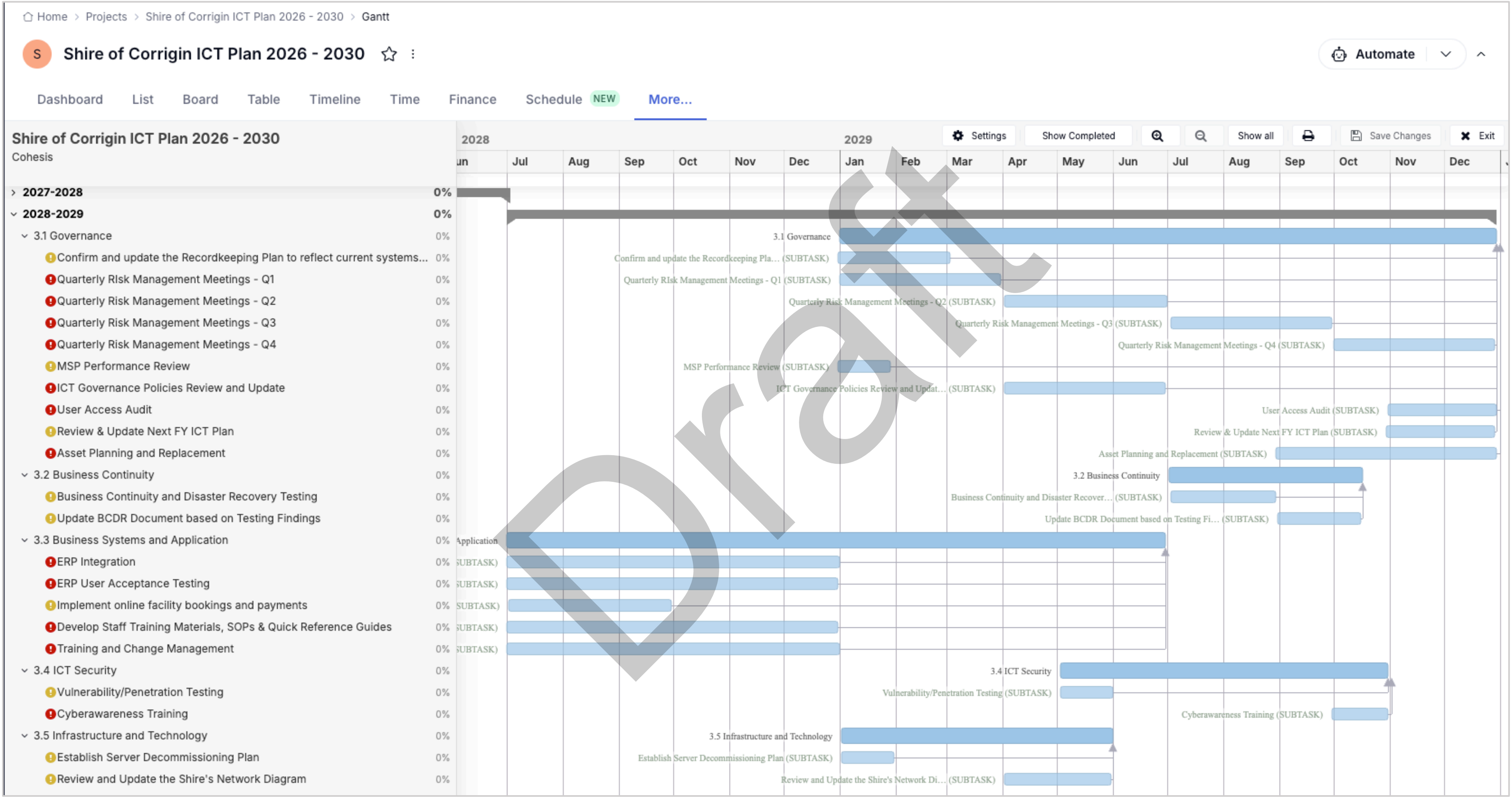


Figure 6: Shire of Corrigin ICT Plan Year 3

1.3.1 Governance

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y3 - G1			**Quarterly Risk Management Meetings**	• Continue the standing quarterly ICT risk review aligned to the Audit and Risk Committee. • Review and update the ICT risk register each quarter. • Track remediation actions from the prior year to closure. • Escalate material risks to the Executive and Council as required.	Shire	Internal	High	JUL 2028 - JUN 2029	
Y3 - G2			**ICT Governance Policies Review and Update**	• Review the governance documents against regulatory, operational, and technology changes, including the ERP and cloud direction. • Update policies as needed and re-confirm ownership and review cycles. • Incorporate lessons from incidents, audits, and risk reviews over the prior year. • Present material changes to the Executive and Council for endorsement.	Shire	Internal	High	OCT - DEC 2028	
Y3 - G3			**User Access Audit**	• Audit user and administrative access across key systems (Microsoft 365, Synergy	Shire	Internal	High	MAY – JUL	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				Soft, line-of-business applications, and portals). • Verify access aligns with role and the principle of least privilege. • Confirm the joiners, movers, and leavers process is applied, including timely removal of access on offboarding. • Review privileged and administrative accounts against Essential Eight requirements. • Record findings and remediate, feeding results into the risk register.				2029	
Y3 - G4			**Asset Planning and Replacement**	• Review the ICT Asset Management Plan and the device replacement schedule. • Confirm the replacement standard (current five-year cycle, with a shorter laptop cycle if adopted) and budget accordingly. • Plan replacement of ageing or end-of-life assets, coordinated with the MSP. • Consider the CapEx to OpEx shift as systems move to cloud.	Shire and MSP	Included	High	MAR – JUN 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Align asset planning with the long-term financial plan and budget cycle.					
Y3 - G5			**Confirm and update the Recordkeeping Plan to reflect current systems and the planned ERP and cloud changes**	• Review the existing Recordkeeping Plan against the State Records Act 2000 and the Shire's current systems. • Update it to reflect planned ERP and cloud changes, including the T-drive to SharePoint migration. • Ensure recordkeeping requirements are defined before any migration proceeds. • Confirm the plan addresses records held across Synergy Soft, file shares, and SharePoint. • Submit for endorsement and align with the retention and disposal schedules.	Shire	Internal	Medium	JUL - AUG 2028	
Y3 - G6			**MSP Performance Review**	• Conduct a formal performance review of the MSP against the agreed SLAs and KPIs. • Assess service quality, responsiveness, reliability, reporting, and value. • Review against the digestible reporting and account-management	Shire	Internal	Medium	JUL 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				arrangements established in Year 1. • Document findings and agree improvement actions. • Use the outcome to inform contract management and any renewal decisions.					
Y3 - G7			**Review & Update Next FY ICT Plan**	• Review progress and outcomes of the current ICT Plan initiatives. Assess whether planned objectives and timelines were achieved. Identify carry-over items, deferred activities, and completed actions. • Review emerging risks, technology changes, and business priorities. • Consult with the Executive and key stakeholders on next year's priorities. • Update initiatives, sequencing, and budget estimates for the next financial year. • Prepare the updated ICT Plan for Executive review and endorsement.	Shire & MSP	Internal	Medium	MAY – JUN 2029	

1.3.2 Business Continuity

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y3 – BC1			**Business Continuity and Disaster Recovery Testing**	• Conduct the scheduled BCDR tests for the year, including the annual cloud failover and the scenarios documented in Year 1 (Y1-BC6). • Run at least one full simulated scenario beyond the cloud failover, for example loss of the firewall, depot link, internet connection, or phone system. • Validate recovery against the documented RTOs and RPOs in the BCDR Plan. • Involve the MSP and relevant staff and capture evidence of each test. • Record findings, gaps, and remediation actions in the ICT risk register.	MSP	$5,000 - $10,000	Medium	MAR – APR 2029	
Y3 – BC2			**Update BCDR Document based on Testing Findings**	• Review the outcomes of the BCDR testing. • Update the BCDR / Disaster Recovery Plan to reflect lessons learned, including any revised RTOs, RPOs, recovery steps, or contacts. • Incorporate changes over the year, including ERP and cloud progress and any	Shire and MSP	Can be included in Y3 - BC1	Medium	MAY -JUN 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				hardware changes made by the MSP. • Re-confirm roles, responsibilities, and escalation paths. • Submit material changes to the Executive and Audit and Risk Committee for endorsement and set the next review date.					

1.3.3 Business Systems and Application

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y3 – BS1			**ERP Integration**	• Confirm the integration points identified in Year 2 and the systems that remain best-of-breed. • Design and configure integrations between the ERP and the retained systems. • Test data flows end-to-end and handle exceptions. • Document the integration architecture and update the network and application documentation. • Confirm security and information-handling controls across the integrations.	Shire & ERP Vendor	TBD	High	JUL-DEC 2028	
Y3 – BS2			**ERP User Acceptance Testing**	• Develop UAT test cases from the documented business processes and requirements. • Coordinate business users to test core processes, integrations, and reports. • Log, triage, and resolve defects with the vendor before go-live. • Confirm statutory and control requirements, including OAG controls, are met in the configured system.	Shire & ERP Vendor	TBD	High	JUL-DEC 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Obtain sign-off from process owners and the project sponsor before cutover.					
Y3 – BS3			**Develop Staff Training Materials, SOPs & Quick Reference Guides**	• Develop role-based standard operating procedures for the new ERP processes. • Produce quick reference guides and how-to materials for common tasks. • Use the documented business processes as the basis for the SOPs. • Make the materials accessible (for example via SharePoint or the intranet) and version controlled. • Update the materials after go-live to reflect real-world use.	Shire & ERP Vendor	TBD	High	JUL-DEC 2028	
Y3 – BS4			**Training and Change Management**	• Identify staff who will be primary users of the new ERP system and assess their current capability against the requirements of the incoming platform. • Develop a training plan in collaboration with the ERP vendor, covering all affected roles including finance, payroll, records, assets and works.	Shire	Internal / Included	High	JUL-DEC 2028	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Schedule training to align with the ERP go-live date, allowing sufficient lead time for staff to build confidence before cutover. • Communicate the change to all staff early and clearly, setting expectations around what will change, what will stay the same, and where to get help. • Nominate an internal change champion to support colleagues through the transition and act as a first point of contact for day-to-day queries. • Capture feedback during and after go-live and feed any issues into the project register.					

1.3.4 Security

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y3 - S1			**Cyber Awareness Training**	• Continue delivering the formalised cyber awareness training programme (uSecure) on the agreed schedule. • Monitor completion and follow up with users who do not complete training. • Refresh content to reflect emerging threats and any incidents over the year. • Report completion rates and phishing-simulation results to the Executive and Audit and Risk Committee. • Reinforce training at staff meetings and through induction.	Shire	TBD	High	JUN 2029	
Y3 - S2			**Vulnerability/ Penetration Testing**	• Conduct the scheduled internal and external vulnerability and penetration testing per the cadence established in Year 1. • Confirm scope covers both internal and external testing, given the prior internal findings. • Remediate findings and track them to closure in the ICT risk register. • Compare results year-on-year to demonstrate improvement.	Contractor (Not MSP)	$7,500 to $15,000	Medium	JAN 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Use the results to support cyber insurance declarations and the Essential Eight position.					

1.3.5 Infrastructure and Technology

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y3 - IT1			**Establish Server Decommissioning Plan**	• Inventory the workloads and roles hosted on the on-premises server, including Synergy Soft, file shares, and any directory, print, or application services. • Map each workload to its target destination and timing: file shares to SharePoint Synergy Soft to the future ERP, and other services to cloud or managed alternatives. • Identify the dependencies that must be resolved before the server can be retired, including the BCDR appliance, backups, and any local integrations. • Define the decommissioning sequence, the data migration and validation steps, and a rollback position. • Confirm recordkeeping and retention obligations are met before any data is removed. • Document the interim state, noting that full decommissioning depends on the ERP transition and is likely to complete beyond the plan period.	Shire and MSP	Included	Medium	JAN 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y3 – IT2			**Review and Update the Shire's Network Diagram**	• Review the network diagram against the current environment and any changes made over the year. • Retain the updated diagram as a living document with a defined review point.	MSP	TBD	Medium	APR-MAY 2029	

1.4. Year-4 IT Plan – (FY29-30) Embedding the ERP Change and Continuous Improvement

Legend: High Priority | Medium Priority | Low Priority

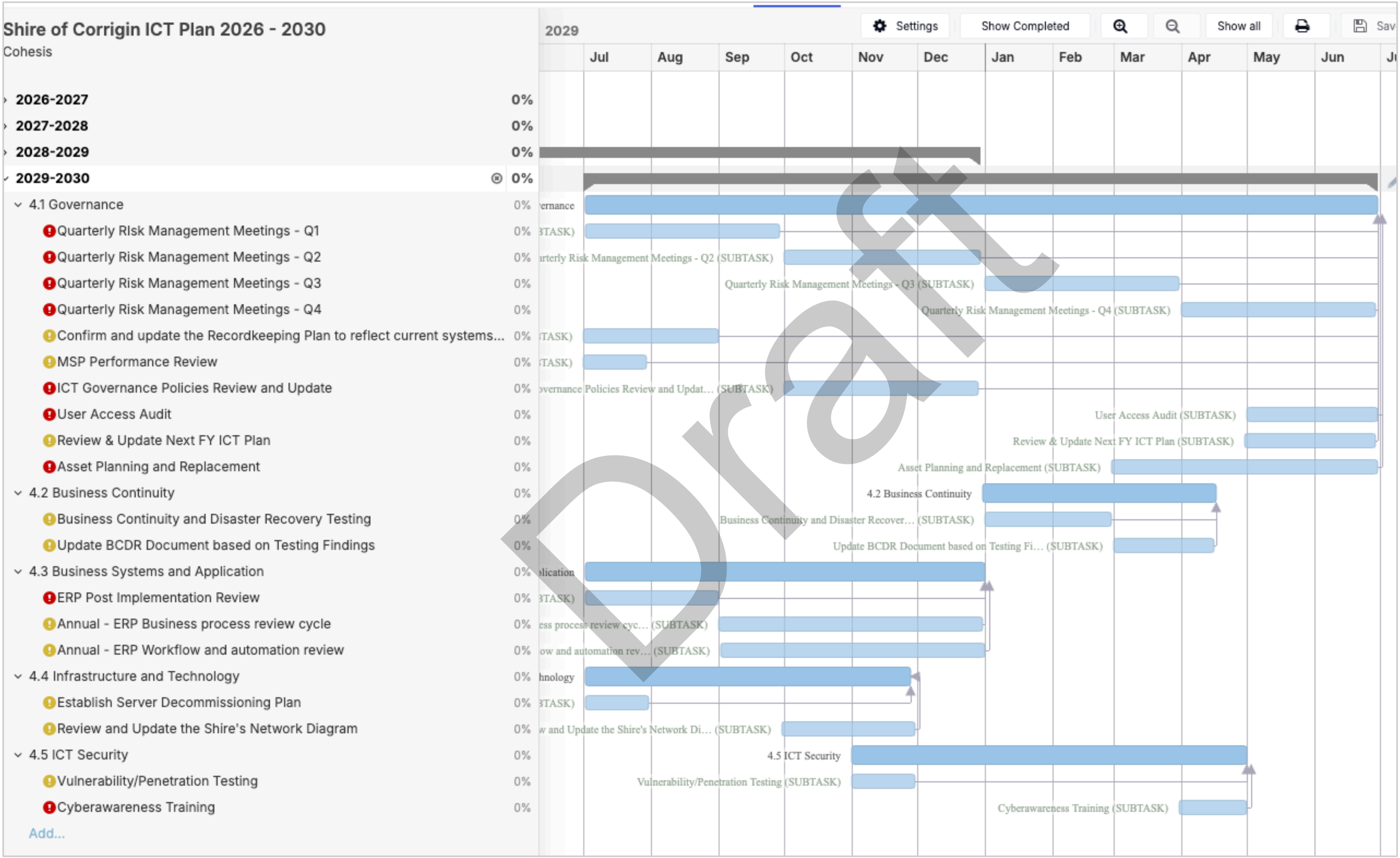


Figure 7: Shire of Corrigin ICT Plan Year 4

1.4.1 Governance

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
Y4 - G1			**Quarterly Risk Management Meetings**	• Continue the standing quarterly ICT risk review aligned to the Audit and Risk Committee. • Review and update the ICT risk register each quarter. • Track remediation actions from the prior year to closure. • Escalate material risks to the Executive and Council as required.	Shire	Internal	High	JUL 2029 - JUN 2030	
Y4 - G2			**ICT Governance Policies Review and Update**	• Review the governance documents adopted in Year 1 against regulatory, operational, and technology changes, including the ERP and cloud direction. • Update policies as needed and re-confirm ownership and review cycles. • Incorporate lessons from incidents, audits, and risk reviews over the prior year. • Present material changes to the Executive and Council for endorsement.	Shire	Internal	High	OCT - DEC 2029	
Y4 - G3			**User Access Audit**	• Audit user and administrative access across key systems (Microsoft 365, Synergy	Shire	Internal	High	APR-MAY 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
				Soft, line-of-business applications, and portals). • Verify access aligns with role and the principle of least privilege. • Confirm the joiners, movers, and leavers process is applied, including timely removal of access on offboarding. • Review privileged and administrative accounts against Essential Eight requirements. • Record findings and remediate, feeding results into the risk register.					
Y4 - G4			**Asset Planning and Replacement**	• Review the ICT Asset Management Plan and the device replacement schedule. • Confirm the replacement standard (current five-year cycle, with a shorter laptop cycle if adopted) and budget accordingly. • Plan replacement of ageing or end-of-life assets, coordinated with the MSP. • Consider the CapEx to OpEx shift as systems move to cloud. • Align asset planning with the long-term financial plan and budget cycle.	Shire and MSP	Included	High	MAY -JUN 2030	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
Y4 - G5			**Confirm and update the Recordkeeping Plan to reflect current systems and the planned ERP and cloud changes**	• Review the existing Recordkeeping Plan against the State Records Act 2000 and the Shire's current systems. • Update it to reflect planned ERP and cloud changes, including the T-drive to SharePoint migration. • Ensure recordkeeping requirements are defined before any migration proceeds. • Confirm the plan addresses records held across Synergy Soft, file shares, and SharePoint. • Submit for endorsement and align with the retention and disposal schedules.	Shire	Internal	Medium	JUL-AUG 2029	
Y4 - G6			**MSP Performance Review**	• Conduct a formal performance review of the MSP against the agreed SLAs and KPIs. • Assess service quality, responsiveness, reliability, reporting, and value. • Review against the digestible reporting and account-management arrangements established in Year 1. • Document findings and agree improvement actions.	Shire	Internal	Medium	JUL 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
				• Use the outcome to inform contract management and any renewal decisions.					
Y4 - G7			**Review & Update Next FY ICT Plan**	• Review progress and outcomes of the current ICT Plan initiatives. Assess whether planned objectives and timelines were achieved. Identify carry-over items, deferred activities, and completed actions. • Review emerging risks, technology changes, and business priorities. • Consult with the Executive and key stakeholders on next year's priorities. • Update initiatives, sequencing, and budget estimates for the next financial year. • Prepare the updated ICT Plan for Executive review and endorsement.	Shire & MSP	Internal	Medium	MAY -JUN 2030	

1.4.2 Business Continuity

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
Y4 – BC1			**Business Continuity and Disaster Recovery Testing**	• Conduct the scheduled BCDR tests for the year, including the annual cloud failover and the scenarios documented in Year 1 (Y1-BC6). • Run at least one full simulated scenario beyond the cloud failover, for example loss of the firewall, depot link, internet connection, or phone system. • Validate recovery against the documented RTOs and RPOs in the BCDR Plan. • Involve the MSP and relevant staff and capture evidence of each test. • Record findings, gaps, and remediation actions in the ICT risk register.	MSP	$5,000 - $10,000	Medium	JAN-FEB 2030	
Y4 – BC2			**Update BCDR Document based on Testing Findings**	• Review the outcomes of the BCDR testing. • Update the BCDR / Disaster Recovery Plan to reflect lessons learned, including any revised RTOs, RPOs, recovery steps, or contacts. • Incorporate changes over the year, including ERP and cloud progress and any	Shire and MSP	Can be included in Y3 - BC1	Medium	MAR -APR 2030	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				hardware changes made by the MSP. • Re-confirm roles, responsibilities, and escalation paths. • Submit material changes to the Executive and Audit and Risk Committee for endorsement and set the next review date.					

1.4.3 Business Systems and Application

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
Y4 - BS1			**ERP Post Implementation Review**	• Schedule a formal post-implementation review at an agreed interval after go-live, typically three to six months, to allow sufficient time for staff to work with the new system. • Assess performance of the ERP against the objectives and success criteria defined at the outset of the project, including data accuracy, process efficiency and user adoption. • Gather structured feedback from all primary user groups covering finance, payroll, records, assets and works. • Review any open issues, workarounds or support tickets logged since go-live and confirm resolution timelines with the ERP vendor. • Document lessons learned and share findings with the CEO and council as appropriate. • Update the ICT risk register and forward work programme to reflect any remediation actions or deferred scope items	Shire	Internal	High	JUL-AUG 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
				identified through the review.					
Y4 - BS2			**Annual – ERP Business process review cycle**	• Analyse the documented current-state processes to define future-state requirements. • Distinguish must-have, should-have, and nice-to-have requirements, including statutory and OAG control requirements. • Define the ERP scope and modules needed (rates and finance, payroll, HR, procurement, assets, customer service) and what may remain best-of-breed. • Consider how Microsoft 365, automation, and AI could meet some needs, to avoid over-scoping the ERP.	Shire	Internal	Medium	SEP-DEC 2029	
Y4 - BS3			**Annual – ERP Workflow and automation review**	• Review ERP workflows implemented at go-live to confirm they are operating as intended and reflect current business processes. • Identify any manual workarounds or spreadsheet-based processes that remain in use and assess whether they can be replaced by	Shire	Internal	Medium	SEP-DEC 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				ERP functionality or Microsoft 365 automation. • Engage the ERP vendor to confirm whether any new modules, features or automation capabilities have been released that are relevant to the Shire's operations. • Prioritise identified improvements, estimate effort and cost, and submit recommendations to the CEO for consideration in the next budget cycle. • Update process documentation and staff guidance to reflect any changes implemented as a result of the review.					
Y4-BS4	**S03** **S05**	**ICT-R15**	**Assess ERP benefits realisation.**	• Measure efficiency gains. • Review process improvements. • Assess reduction in manual workarounds. • Evaluate user adoption. • Document lessons learnt. • Make continuous improvement recommendations.					

1.4.4 Security

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Timeline	Comments
Y4 - S2			**Cyber Awareness Training**	• Continue delivering the formalised cyber awareness training programme (uSecure) on the agreed schedule. • Monitor completion and follow up with users who do not complete training. • Refresh content to reflect emerging threats and any incidents over the year. • Report completion rates and phishing-simulation results to the Executive and Audit and Risk Committee. • Reinforce training at staff meetings and through induction.	Shire	TBD	High	APR 2030	
Y4 - S1			**Vulnerability/ Penetration Testing**	• Conduct the scheduled internal and external vulnerability and penetration testing per the cadence established in Year 1. • Confirm scope covers both internal and external testing, given the prior internal findings. • Remediate findings and track them to closure in the ICT risk register. • Compare results year-on-year to demonstrate improvement.	Contractor (Not MSP)	$7,500 to $15,000	Medium	NOV 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
				• Use the results to support cyber insurance declarations and the Essential Eight position.					

1.4.5 Infrastructure and Technology

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y4 - IT1			**Establish Server Decommissioning Plan**	• Inventory the workloads and roles hosted on the on-premises server, including Synergy Soft, file shares, and any directory, print, or application services. • Map each workload to its target destination and timing: file shares to SharePoint Synergy Soft to the future ERP, and other services to cloud or managed alternatives. • Identify the dependencies that must be resolved before the server can be retired, including the BCDR appliance, backups, and any local integrations. • Define the decommissioning sequence, the data migration and validation steps, and a rollback position. • Confirm recordkeeping and retention obligations are met before any data is removed. • Document the interim state, noting that full decommissioning depends on the ERP transition and is likely to complete beyond the plan period.	Shire and MSP	Included	Medium	JUL 2029	

ID	Strategic Objective	Risk Ref	Task	Subtask(s)	Owner	Budget	Priority	Time line	Comments
Y4 – IT2			**Review and Update the Shire's Network Diagram**	• Review the network diagram against the current environment and any changes made over the year. • Retain the updated diagram as a living document with a defined review point.	MSP	TBD	Medium	OCT - NOV 2029	

ICT RISK REGISTER

Appendix B

Shire of Corrigin ICT Risk Register 2026-2030

Supporting document to the ICT Strategic Plan 2025-2030, ICT Operational Plan 2026-2030 and ICT Action Register.

This register identifies strategic, operational, cybersecurity, compliance and project risks that may impact the achievement of the Shire's ICT Strategic Objectives.

The risks identified within this document are aligned with, and support, the Shire of Corrigin's Corporate Risk Management Framework, Risk Profiles and Corporate Risk Dashboard.

Detailed monitoring, treatment progress and risk reporting are undertaken through the Shire's Corporate Risk Dashboard and reported to the Executive Management Team, Audit & Risk Committee and Council as required.

This ICT Risk Register has been developed to demonstrate the relationship between the ICT Strategic Plan, ICT Operational Plan, ICT Action Register and the Shire's broader risk management framework and should be read in conjunction with the Corporate Risk Dashboard.

ICT Risk Register

Risk ID	Risk Description	Strategic Objective	Owner	Current Rating	Target Rating	Linked Actions	Treatment Actions
ICT-R01	Governance and Compliance Failure	SO1	DCEO	High	Medium	Y1-G1 to Y4-G7	Governance framework, policy reviews, annual reporting, compliance monitoring
ICT-R02	Cyber Attack or Ransomware	SO4	CEO/MSP	Extreme	High	Y1-S1 to Y4-S2	Essential Eight, MFA, vulnerability testing, awareness training
ICT-R03	ERP Replacement	SO3	DCEO	High	Medium	Y1-BS1 to Y4-BS4	Project governance, business

	Project Failure						process mapping, staged implementation
ICT-R04	Critical Infrastructure Failure	SO2	MSP	High	Medium	Y1-IT1 to Y4-IT2	Asset replacement, lifecycle planning, monitoring, redundancy reviews
ICT-R05	Disaster Recovery Failure	SO2	CEO	High	Medium	Y1-BC1 to Y4-BC2	BCDR testing, recovery exercises, backup validation
ICT-R06	Privacy and PRIS Non-Compliance	SO4	DCEO	High	Low	Y1-G2, Y1-G4, Y1-G21	Privacy policy, information classification, breach response planning
ICT-R07	Loss of Key ICT Knowledge	SO1	CEO	Medium	Low	Y1-G9, Y1-G17	Documentation, MSP knowledge transfer, succession planning
ICT-R08	Vendor Performance Failure	SO5	DCEO	High	Medium	Y1-G17 to Y4-G6	SLA monitoring, KPIs, vendor reviews
ICT-R09	Data Quality and Migration Failure	SO3	DCEO	High	Medium	Y1-BS4 to Y3-BS2	Data cleansing, migration controls, testing
ICT-R10	Budget Overrun on	SO5	CEO	Medium	Low	Y1-G11, ERP Program	Budget controls, project monitoring,

	Major ICT Projects						staged decision making
ICT-R11	Managed Service Provider Transition Failure	SO1, SO2	DCEO	High	Medium	Y1-G5, Y1-G9	Transition planning, knowledge transfer, contract management
ICT-R12	Business Continuity Failure Following Major Incident	SO2	CEO	High	Medium	Y1-BC1 to Y4-BC2	Continuity planning, annual testing, scenario exercises
ICT-R13	ICT Asset Register Inaccuracy	SO5	DCEO	Medium	Low	Y1-IT4, Y2-G4, Y3-G4, Y4-G4	Asset validation, lifecycle planning, annual reconciliation
ICT-R14	Failure to Meet Records Management Obligations	SO4	DCEO	High	Medium	Y1-G4, Y2-G5, Y2-G7	Recordkeeping plan, retention schedules, SharePoint governance
ICT-R15	ERP Benefits Not Realised	SO3, SO5	CEO	Medium	Low	Y4-BS1, Y4-BS2, Y4-BS3, Y4-BS4	Benefits realisation reviews, post implementation reviews
ICT-R16	Concentration of Knowledge in Key Personnel	SO1	CEO	Medium	Low	Governance Program	Documentation, cross training, succession planning
ICT-R17	Legislative and Regulatory	SO1, SO4	CEO	High	Medium	Governance and Compliance Program	Compliance reviews, policy reviews, audit program

	Non-Compliance						

Risk Rating Matrix

Rating	Description
Low	Minor impact with minimal service disruption
Medium	Moderate impact requiring management intervention
High	Significant impact affecting business operations or compliance
Extreme	Critical impact threatening service delivery, compliance or organisational reputation

Risk Review Process

ICT-related risks form part of the Shire's overall risk management framework and are incorporated within the Corporate Risk Dashboard and supporting Risk Profiles.

The Corporate Risk Dashboard remains the primary mechanism for monitoring, reviewing and reporting organisational risks.

This ICT Risk Register is maintained to:

- Demonstrate alignment between ICT Strategic Objectives and organisational risks.
- Identify ICT-specific treatment activities and projects.
- Link ICT risks to actions contained within the ICT Operational Plan and ICT Action Register.
- Support annual ICT planning and reporting requirements.

ICT risks will be reviewed as part of the Shire's normal risk management review process and updated following significant incidents, cyber events, audit findings or major ICT projects.

Relationship to Council's Risk Management Framework

Council Plan

↓

Corporate Risk Management Framework

↓

Corporate Risk Dashboard & Risk Profiles

↓

ICT Strategic Plan

↓

ICT Operational Plan

↓

ICT Action Register

↓

ICT Risk Register

The ICT Risk Register does not replace the Corporate Risk Dashboard. It provides an ICT-specific view of risks and treatment activities to support implementation of the ICT Strategic Plan and ICT Operational Plan.

ICT ASSET REGISTER AND REPLACEMENT SUMMARY

Appendix C

1. **Asset ICT Register**

	Computer ID	Type	operating_system_name	serial_number
1	SOCR-LP43WXI	Laptop	Windows 11 Business	0F00BS9213301J
2	SOCR-LP44WX	Laptop	Windows 11 Business	92135966H
3	SOCR-LP49WX	Laptop	Windows 11 Business	13023290H
4	SOCR-LP50WX	Laptop	Windows 11 Business	13057919H
5	SOCR-LP58WXI	Laptop	Windows 11 Business	24063506H
6	SOCR-LP59WXI	Laptop	Windows 11 Business	34084219H
7	SOCR-LP60WXI	Laptop	Windows 11 Business	64091833H
8	SOCR-LP61WXI	Laptop	Windows 11 Business	65157551H
9	SOCR-LP63WXI	Laptop	Windows 11 Business	5CD5372D8F
10	SOCR-LP64WXI	Laptop	Windows 11 Business	4KTTA87813
11	SOCR-LP65WXI	Laptop	Windows 11 Business	4KTTA87677
12	SOCR-LP66WXI	Laptop	Windows 11 Business	Z5084043H
13	SOCR-LP67WXI	Laptop	Windows 11 Business	Z5084044H
14	SOCR-LP68WXI	Laptop	Windows 11 Business	Y5103097H
15	SOCR-LP69WXI	Laptop	Windows 11 Business	Y5103101H
16	SOCR-LP71WXI	Laptop	Windows 11 Business	BK37JKJ25463R3
17	SOCR-WS34WX	Workstation	Windows 11 Business	B336008
18	SOCR-WS37WX	Workstation	Windows 11 Business	B337020
19	SOCR-WS46WX	Workstation	Windows 11 Business	B349227
20	SOCR-WS47WX	Workstation	Windows 11 Business	B349228
21	SOCR-WS48WX	Workstation	Windows 11 Business	B349229
22	SOCR-WS51WX	Workstation	Windows 11 Business	8CC24607Y7
23	SOCR-WS53WX	Workstation	Windows 11 Business	B339712
24	SOCR-WS54WX	Workstation	Windows 11 Business	B339713
25	SOCR-WS55WXI	Workstation	Windows 11 Business	B356384
26	SOCR-WS56WXI	Workstation	Windows 11 Business	B356383
27	SOCR-WS57WXI	Workstation	Windows 11 Business	B356714
28	SOCR-WS62WXI	Workstation	Windows 11 Business	B365511
29	SOCR-WS70WXI	Workstation	Windows 11 Business	B366206
	WCSMGMT-SOCR	Workstation	Windows 11 Pro	B12655FE10820
	SOCR-ALTUS	Server		
	SOCR-S22DC	Server		
	SOCR-S22RDS	Server		
	SOCR-VMHOST	Server		

2. Asset Replacement Summary

Hardware (Laptops/Workstations) Lifecycle Replacement Schedule

Computer ID	User / Location	Type	Purchased	Replacement Due	Status/Notes
SOCRWS34WX	CSO Tourism	Workstation	Jan 2021	2026	Upcoming
SOCRWS37WX	AO	Workstation	Jan 2021	2026	Upcoming
SOCRWS53WX	CRC Public 1	Workstation	Oct 2021	2026	Upcoming
SOCRWS54WX	CRC Public 2	Workstation	Oct 2021	2026	Upcoming
SOCRLP43WXI	CEO	Laptop	Jan 2022	2026	Upcoming
WCSMGMTSOCR	WCS Admin	Workstation	Aug 2022	2027	Upcoming
SOCRLP44WX	Chambers	Laptop	Nov 2022	2027	Upcoming
SOCRLP49WX	ESO	Laptop	Mar 2023	2027	Upcoming
SOCRLP50WX	DCEO	Laptop	Feb 2023	2027	Upcoming
SOCRLP58WXI	Pool	Laptop			
SOCRLP59WXI	Finance	Laptop			
SOCRLP60WXI	CEO	Laptop/Tablet			
SOCRWS46WX	Rates	Workstation			
SOCRWS47WX	Finance	Workstation			
SOCRWS48WX	Reception	Workstation			
SOCRWS51WX	FAO	Workstation			
SOCRWS55WXI	Parks	Workstation			
SOCRWS56WXI	CGN Depot	Workstation			
SOCRWS57WXI	CSO Coordinator	Workstation			
SOCRLP61WXI	Coordinator (Remote)	Laptop	Sep 2025	2029	Replaced LP35WX
SOCRWS62WXI	CSO Library	Workstation	Oct 2025	2029	Replaced WS33WX
SOCRLP63WXI	Roe EHO	Laptop	Jan 2026	2030	Replaced LP36WX

SOCRLP64WXI	**Works**	**Laptop**	**Jan 2026**	**2030**	**Replaced LP38WX**
SOCRLP65WXI	**Roads**	**Laptop**	**Jan 2026**	**2030**	**Replaced LP39WX**
SOCRLP66WXI	**Rates (Remote)**	**Laptop**	**Jan 2026**	**2030**	**Replaced LP26WX**
SOCRLP67WXI	**EHO**	**Laptop**	**Jan 2026**	**2030**	**Replaced LP31WX**
SOCRLP68WXI	**Depot**	**Laptop**	**Jan 2026**	**2030**	**Replaced LP27WX**
SOCRLP69WXI	**CRC Admin**	**Laptop**	**Jan 2026**	**2030**	**Replaced LP52WX**
SOCRLP71WXI	**DCEO**	**Laptop/Tablet**	**Jan 2026**	**2030**	**Replaced LP22WX**
SOCRWS70WXI	**Depot**	**Workstation**	**Jan 2026**	**2030**	**Replaced WS25WXI**
SOCRALTUS	**WCS Admin**	**Server**			
SOCRS22DC	**WCS Admin**	**Server**			
SOCRS22RDS	**Coordinator**	**Server**			
SOCRVMHOST	**VM Host**	**Server**			

OFFICIAL

GOVERNMENT OF WESTERN AUSTRALIA

Department of
Primary Industries and Regional Development

Ms Natalie Manton
Chief Executive Officer
Shire of Corrigin
PO Box 221
CORRIGIN WA 6375

Our Ref: 26-28037
Enquiries: B. Wheaton
Telephone: 9368 3573
Date: 1 September 2026

Email: ceo@corrigin.wa.gov.au

Dear Ms Manton

NOTICE OF INTENTION TO DRAIN: LOT 48 ON DEPOSITED PLAN 40906 – SHIRE OF CORRIGIN

Attached for your information is a copy of a Notice of Intent to Drain (NOID) for the above location.

Should you wish to provide any comments, which will assist the Commissioner of Soil and Land Conservation to decide on the proposal, would you please forward these comments to the Commissioner before 1 October 2026.

Should you require additional time for comment, or wish to discuss this matter further, please do not hesitate to contact me on (08) 9368 3573.

Yours sincerely

B. Wheaton

Buddy Wheaton
DEPUTY COMMISSIONER OF
SOIL AND LAND CONSERVATION

Att

OFFICE OF THE COMMISSIONER OF SOIL AND LAND CONSERVATION
1 Nash Street, Perth, Western Australia 6000
Locked Bag 4, Bentley Delivery Centre WA 6983
Telephone (08) 9368 3282 commsoil@dpird.wa.gov.au
www.dpird.wa.gov.au
ABN: 18 951 343 745

Department of Primary Industries and Regional Development
GOVERNMENT OF WESTERN AUSTRALIA

REGISTERED
26-28073
Commissioner of Soil and Land Conservation

Soil and Land Conservation Act 1945
Soil and Land Conservation Regulations 1992
Regulations 5 and 6

Send completed forms to:
commsoil@dpird.wa.gov.au
or Locked Bag 4 Bentley Delivery Centre WA 6983

RECEIVED
- 1 SEP 2026
Commissioner of Soil and Land Conservation

NOTICE OF INTENT TO DRAIN OR PUMP WATER

When is a notice of intent to drain or pump required?

Where an owner or occupier of land wishes to drain or pump groundwater for the purpose of controlling salinity, he or she is required to lodge a notice of intent with the Commissioner of Soil and Land Conservation at least 90 days before discharging water. This includes draining or pumping within the same property. Note that within the Peel-Harvey Catchment Area, a notice of intent is required for any draining or pumping works.

What happens if I do not lodge a notice of intent to drain or pump?

It is an offence not to give notice of intent to drain when required to do so. The penalty is $2,000 for individuals and up to $10,000 for companies. You may also be liable for charges up to $250,000 of causing environmental harm under the Environmental Protection Act 1986.

Further information

Further information on completing this form is available from the Office of the Commissioner of Soil and Land Conservation in Perth on (08) 9368 3282 (8.30 am to 5.00 pm Monday to Friday).

1. Type of Proposal (Tick One)		
☐ Drainage Only	☐ Pumping only	☒ Drainage and Pumping

2. Single or multiple property notification		
Will the drain or pumping be constructed on a single property?	☒ Yes (Go to Question 3)	☐ No (Go to Question 4)

3. Details of owner or occupier – Single property			
☐ Mr ☒ Mrs ☐ Ms	Other:		
Surname or Family Name	Prosser		
Given or first name(s)	Shahron		
Company name (if applicable)	Twin Ridges		
Lot and plan number of land to be drained or pumped	Lot 48 on dp 40906		
Local government area (Shire, Town or City council)	Corrigin		
Postal address	Po Box 269		
Town or Suburb	Corrigin	**Postcode**	6375
Contact Number	0429632127		
Email Address	mayfeildprosser@yahoo.com.au		
I am the (tick one)	☒ Owner of the land	☐ Occupier of the land	

4. Details of owners or occupiers – two or more properties

For drainage or pumping proposals involving two or more properties, each owner/occupier must complete their details in Schedule 1. List and number properties in the order of the commencement point to discharge point (e.g., highest to lowest).

5. Contact person for proposal involving two or more properties

Insert in this section the name of the person who is authorised as the contact for the individual owners/occupiers. If questions arise in relation to the proposed drainage works, this person will be contacted first.

☐ Mr ☐ Mrs ☐ Ms Other:

Surname or Family Name			
Given or first name(s)			
Number/PO Box/RMB		**Property name**	
Road or Street			
Town or locality		**Postcode**	
Contact Phone			
Email Address			

6. Description of proposed drainage or pumping works

Where is the water to be discharged?	☐ My property	☒ Off-site	
Which type of site will the water be discharged to? (Tick one or more)	☐ Evaporation Basin or Dam ☐ Watercourse	☐ Wetland ☒ Salt lake	☒ Existing Drain ☐ Other (Describe below)
Other (Description)	Into existing drains then into Salt Lake.		
Area of salt land to be drained or pumped? (in hectares)	107 paddock	**Length of Drains? (in km)**	3km
If discharging into an evaporation basin or dam, what is its capacity? (m^3)			N/A
Note: DPIRD provides an evaporation basin calculator. Please contact the office of the commissioner for further information.			
Will the proposed drain receive water from existing drain?	☒ Yes ☐ No		
For pumping works only: Duration of pumping (months)		or ☒ Ongoing / Permanent	

7. Plan of proposed drainage or pumping works

Please provide a high resolution aerial photograph of the proposed drainage work area which clearly shows a north point and labels the location of (attached): ☐

- the drainage channels and/or pipes, including the direction of flow of water.
- overall proposed drainage construction parameters (length / depth).
- end of drain flow water quality information (quantity / quality).
- existing drains or pumping works that may discharge into the proposed works or to which the works may be connected
- place where the water is to be discharged.
- adjacent land including lot or location numbers.
- all natural watercourses (creeks, rivers etc) and wetlands (lakes, marshes etc).
- roads, railways and water mains adjacent to the land.
- any other Crown land, such as nature reserves, which is adjacent to the land.

See ***Schedule 2*** for an example of plans that meet these requirements.

8. Details of person/company undertaking excavation works

Will you be using an earthworks contractor? ☒ Yes ☐ No

If YES, complete the following if you are engaging a contractor to do the work.

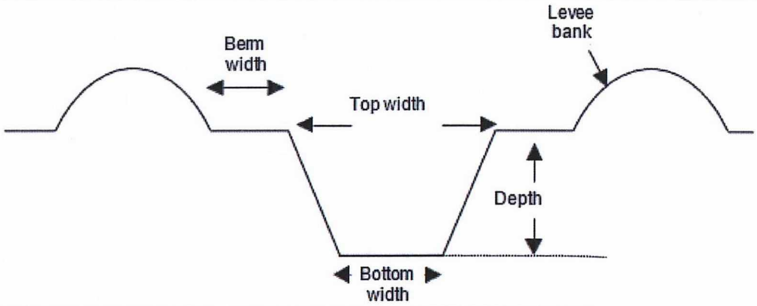
Name of Contractor	Andrew Szczecinski		
Postal address			
Town or Suburb	Corrigin	**Postcode**	6375
Contact Number	0429657014		

9. Cross-sectional plan of drain

Please complete the cross-sectional plan(s) of the drain(s) including the drain dimensions, whether there will be levee banks etc. **It is the proponent's responsibility to use best practice design and to follow this design in construction if there is no objection from the Commissioner. Variation from this design may result in compliance action.**

Note: if the proposed drain involves channels of a different cross-section, please provide additional cross-section plans.

Top width of drain	4m
Bottom width of drain	1m
Depth	2m
Berm width – left hand side	.5m
Berm width – right hand side	.5m



Levee banks (tick one) ☐ No levee banks ☐ Levee banks on one side only ☒ Levee banks on both sides

10. Water Quality and Site Details

Please provide water quality data for your proposal.
Data can be estimated by using the following link: [DPIRD groundwater & salinity map]
Choose the EC theme from the legend box, top left of the map portal, groundwater EC (mS/m) and pH can be estimated by clicking on bores close to the proposed drain location and in a similar landscape position.

The water quality from on-site testing suggests an estimated:

End of drain flow (L/s/km):		Water quality (TDS in mg/L or mS/m):		pH:	

These figures were generated using (please check one box)

☐ On-site testing ☐ DPIRD groundwater & salinity map ☐ Contractor

Bore Names used to make estimate:	

☐ I don't know the water quality data for my proposal

☐ I don't know the water quantity (flow rate) data for my proposal

11. Checklist of other approvals

Draining or pumping water may require approval/consent from other public authorities. Controls vary from area to area. **It is your responsibility to check which approvals are required for your proposal.**

The following is a checklist of some of the more common types of approval that may be required:

- ☐ Approval to undertake earthworks that affect a road or railway – local government, Main Roads, Public Transport Authority
- ☒ Approval to undertake earthworks on other Crown land – public authority managing the land (e.g. DBCA, local govt etc.)
- ☐ Development approval under a town or region planning scheme – local government, WA Planning Commission
- ☐ Approval to clear native vegetation – Department of Water and Environmental Regulation
- ☐ Licence to take groundwater – Department of Water and Environmental Regulation
- ☐ Permit to undertake earthworks on bed or banks of watercourses – Department of Water and Environmental Regulation
- ☐ Proposals which may impact Ramsar wetlands – Department of Climate Change, Energy, the Environment and Water
- ☐ Location of cables and pipelines etc – dial 1100 before you dig
- ☐ Approval to undertake works affecting an Aboriginal site – Department of Planning, Lands and Heritage
- ☐ Approval to undertake works affecting a heritage place – Heritage Council; local government

Please attach copies of relevant approvals listed above (if any).

12. Consultation with downstream and other affected landholders

The two landholders immediately downstream of the land subject to the drain and any other landholder who might be adversely affected by the construction and operation of the drain should be asked to complete the form in Schedule 3.

Completed forms should be returned with this application.

Schedule 1. Details of owners/occupiers for proposals involving two or more properties			
Insert the details of each property on which the drainage/pumping will take place, in order of the commencement point to discharge point.			

Property no.	**Surname or family name**	Prosser	
	Given or first name(s)	Shahron	
Company name (if applicable)		Twin Ridges	
Lot and plan number of land to be drained / pumped		Lot 48 on dp 40906	
Local government area (Shire, Town or City council)		Corrigin	
Postal address	Po Box 269		
Town or suburb	Corrigin	**Postcode**	6375
Contact phone	0429632127	**Email**	mayfeildprosser@yahoo.com.cu
I am the (tick one)	☒ Owner of the land ☐ Occupier of the land		

Property no.	**Surname or family name**		
	Given or first name(s)		
Company name (if applicable)			
Lot and plan number of land to be drained / pumped			
Local government area (Shire, Town or City council)			
Postal address			
Town or suburb		**Postcode**	
Contact phone		**Email**	
I am the (tick one)	☐ Owner of the land ☐ Occupier of the land		

Property no.	**Surname or family name**		
	Given or first name(s)		
Company name (if applicable)			
Lot and plan number of land to be drained / pumped			
Local government area (Shire, Town or City council)			
Postal address			
Town or suburb		**Postcode**	
Contact phone		**Email**	
I am the (tick one)	☐ Owner of the land ☐ Occupier of the land		

If insufficient room, please attach additional sheets

13. Declarations

All owners/occupiers that are party to the drainage/pumping proposal must sign this declaration. If the proposal is for one property, complete and sign the first box only.

I/we declare that the information in this form and the attachments is true and correct

Property no.	**Name of Owner / Occupier**	William Prosser	
	Company name (if applicable)	Twin Ridges	
Signature		**Date**	20/02/2026

Property no.	**Name of Owner / Occupier**		
	Company name (if applicable)		
Signature		**Date**	

Property no.	**Name of Owner / Occupier**		
	Company name (if applicable)		
Signature		**Date**	

Property no.	**Name of Owner / Occupier**		
	Company name (if applicable)		
Signature		**Date**	

Property no.	**Name of Owner / Occupier**		
	Company name (if applicable)		
Signature		**Date**	

Property no.	**Name of Owner / Occupier**		
	Company name (if applicable)		
Signature		**Date**	

If insufficient room, please attach additional sheets
When completed, send this form and all attachments to: commsoil@dpird.wa.gov.au

Or by post to:
Commissioner of Soil and Land Conservation
Department of Primary Industries and Regional Development
Locked Bag 4
BENTLEY DISTRIBUTION CENTRE WA 6983

IMPORTANT: You will be notified in writing that your notice of intent has been received. The 90-day notice of intent period commences on the day when a complete and valid notice, including all attachments, is received by the Commissioner's Office.

Department of
Primary Industries and Regional Development

GOVERNMENT OF WESTERN AUSTRALIA

Schedule 3

SOIL AND LAND CONSERVATION REGULATIONS 1992

Neighbours' Comment Form

This form is to be completed by the two landholders immediately downstream from land that is proposed to be drained or pumped and any other adjoining landholder who may be adversely affected by the proposal. The Commissioner of Soil and Land Conservation will take these comments into account and may discuss further with the proponent or neighbours in assessing the proposal.

TO: **The Commissioner of Soil and Land Conservation**
commsoil@dpird.wa.gov.au

Dear Commissioner,

I/we: insert full names	Ashly Grylls
am/are the owner(s)/occupier(s) of: insert location number of your land	Lot 44 on 40904, Lot 1171 on 130164, Lot 42 on
located in the local government area of:	Corrigin Shire
I/we have been advised by: name of person proposing to drain	William Prosser
that the proposal to drain or pump water from: location number(s) of land to be drained	Lot 48 on dp 40906

and discharge water in the manner described in the plan attached to his/her **Notice of Intention to Drain** made under Regulation 5 or 6 of the *Soil and Land Regulations 1992.*

I/we have reviewed the proposed plan (schedule 2) and provide the following response:

☒ I/we have no objection to the proposed plan ☐ I/we object to the proposed plan

Comments:

Name(s)	Ashly Grylls		
Address	PO BOX 215		
Town	Corrigin	**Postcode**	6375
Phone	0429658006	**Date**	20/02/2026
Signature	[signature]		

Department of
Primary Industries and Regional Development

GOVERNMENT OF WESTERN AUSTRALIA

Schedule 3

SOIL AND LAND CONSERVATION REGULATIONS 1992

Neighbours' Comment Form

This form is to be completed by the two landholders immediately downstream from land that is proposed to be drained or pumped and any other adjoining landholder who may be adversely affected by the proposal. The Commissioner of Soil and Land Conservation will take these comments into account and may discuss further with the proponent or neighbours in assessing the proposal.

TO: **The Commissioner of Soil and Land Conservation**
commsoil@dpird.wa.gov.au

Dear Commissioner,

I/we: insert full names	Declan James Rendell
am/are the owner(s)/occupier(s) of: insert location number of your land	18650,13403
located in the local government area of:	Corrigin
I/we have been advised by: name of person proposing to drain	William + Lindsay Prosser
that the proposal to drain or pump water from: location number(s) of land to be drained	Lot 48 on dp 40906

and discharge water in the manner described in the plan attached to his/her **Notice of Intention to Drain** made under Regulation 5 or 6 of the *Soil and Land Regulations 1992*.

I/we have reviewed the proposed plan (schedule 2) and provide the following response:

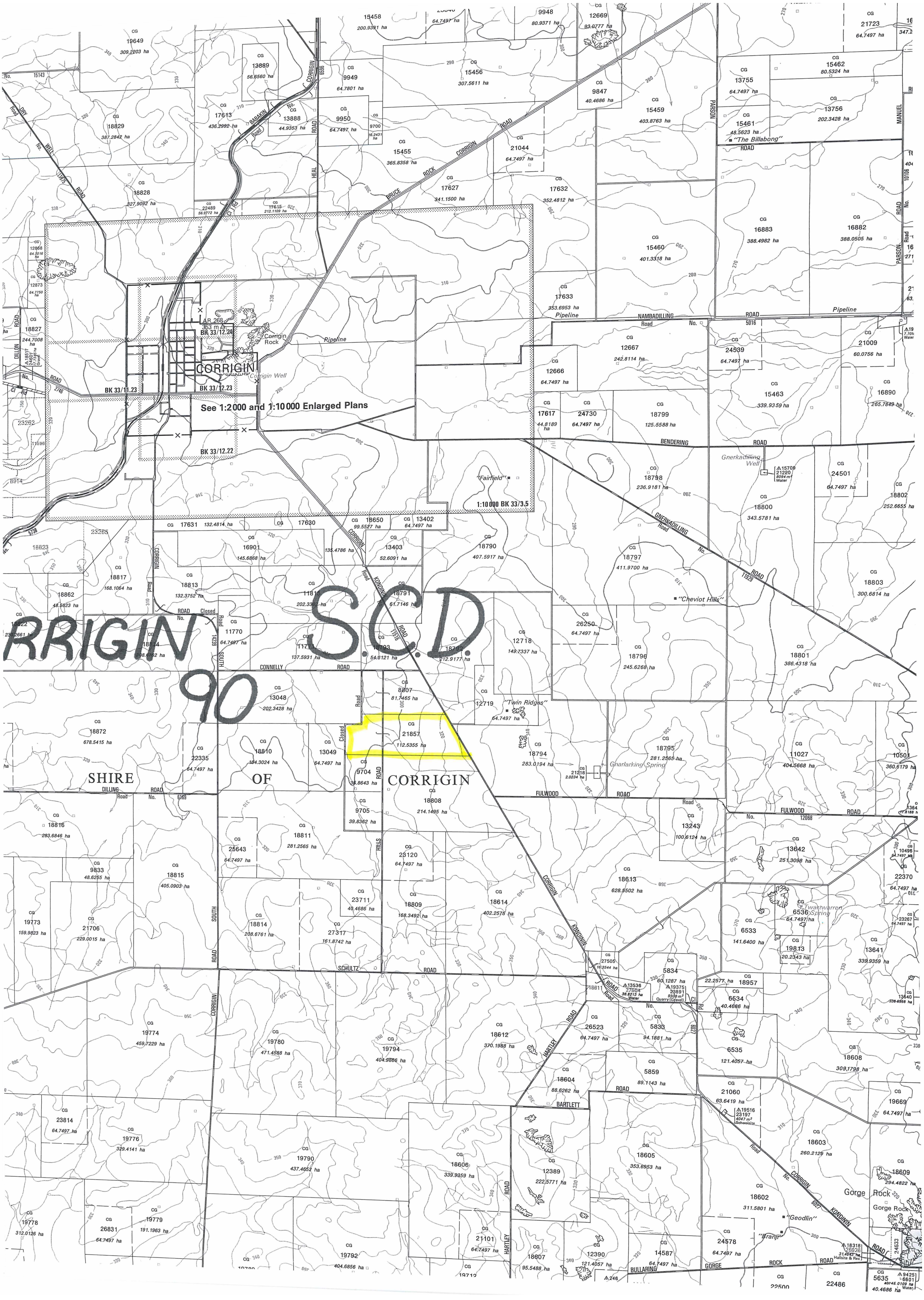
☒ I/we have no objection to the proposed plan ☐ I/we object to the proposed plan

Comments:

Excess water to be draining into established and approved drainage system.

Name(s)	Declan Rendell		
Address	238 Bendering Road		
Town	Corrigin	**Postcode**	6375
Phone	0480592125	**Date**	19/2/26
Signature	[signature]		


Water goes into Pickersgill Lake
N
W
E
S
Ashly Grylls - Land Owner
Connelly RD
Declan Rendell's - Land owner
Corrigin Kondinin RD
The water is going north. Flowing 15 - 20km through existing drains.
- 3 Silk pits
Polly pipe
Pump water into neighbours
Culvert
(This culvert is not making an impact on the removal of still water.
Hills RD


RRIGIN S.C.D.
90
SHIRE OF CORRIGIN
CORRIGIN
See 1:2000 and 1:10000 Enlarged Plans
Corrigin Rock
Corrigin Well
AR 268
353 m
BK 33/12.24
BK 33/11.23
BK 33/12.23
BK 33/12.22
1:10000 BK 33/3.5
"Fairfield"
"Twin Ridges"
"Cheviot Hills"
"The Billabong"
"Geodlin"
Gnerkadilling Well
Gnarlarking Spring
Twartwarren Spring
Gorge Rock
Pipeline
BRUCE ROCK CORRIGIN ROAD
NAMBADILLING ROAD
BENDERING ROAD
GNERKADILLING ROAD
CORRIGIN KONDININ ROAD
CONNELLY ROAD
FULWOOD ROAD
DILLING ROAD
SOUTH CORRIGIN ROAD
SCHULTZ ROAD
HARTLEY ROAD
BARTLETT ROAD
BULLARING GORGE ROCK ROAD
HILLS ROAD
PARSON ROAD
MANUEL ROAD
DRY WELL ROAD
BABAKIN CORRIGIN ROAD
DILLON ROAD
21857
112.5355 ha
18808
214.1495 ha
13049
64.7497 ha
18810
184.3024 ha
9704
36.8643 ha
9705
39.8362 ha
8807
81.7465 ha
12719
64.7497 ha
18794
283.0194 ha