

SHIRE OF LEONORA



**MINUTES OF THE AUDIT, RISK AND IMPROVEMENT
COMMITTEE MEETING
HELD IN COUNCIL CHAMBERS, LEONORA
ON FRIDAY 12TH DECEMBER, 2025
COMMENCING AT 9:40AM.**

SHIRE OF LEONORA
ORDER OF BUSINESS FOR MEETING HELD
FRIDAY 12TH DECEMBER, 2025.

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1.0 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS / FINANCIAL INTEREST DISCLOSURES

1.1 The Shire President, Cr PJ Craig declared the meeting open at 9:40am.

1.2 Visitors or members of the public in attendance
Nil

1.3 Financial/Other Interest Disclosures
Nil

2.0 RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE

2.1 Attendance	
President (Chairperson)	PJ Craig
Deputy President	RA Norrie
Councillors	F Harris AE Taylor TM Nardone CA Cotterill NF Sprigg dos Santos
Chief Executive Officer	TD Matson
Manager Business Services	KJ Lord
Manager Community Services	AW Baxter
Executive Assistant (Minutes)	SC Watene
Visitors	Nil

2.2 Apologies
Nil

2.3 Leave of Absence
Nil

2.4 Applications for Leave of Absence
Nil

Signed: 17 MARCH 2026
President: 

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES

12 DECEMBER 2025

3.0 CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

COMMITTEE DECISION

Moved: Cr RA Norrie

Seconded: Cr AE Taylor

That the minutes of the Audit, Risk and Improvement Committee Meeting held on 19 September, 2025 be confirmed.

CARRIED (7 VOTES TO 0)

*For; Cr PJ Craig, Cr RA Norrie, Cr F Harris, Cr AE Taylor,
Cr TM Nardone, Cr CA Cotterill, Cr NF Sprigg dos Santos*

4.0 REPORTS**4.1 CHIEF EXECUTIVE OFFICER REPORTS****10.1.(A) QUARTERLY RISK MANAGEMENT UPDATES - DECEMBER 2025**

SUBMISSION TO:	Audit, Risk and Improvement Committee Meeting Meeting Date: 12th December 2025
AGENDA REFERENCE:	4.1.(A) DEC 25
SUBJECT:	Quarterly Risk Management Updates - December 2025
LOCATION/ADDRESS:	Leonora
NAME OF APPLICANT:	Shire of Leonora
FILE REFERENCE:	1.10 - Audits - Reports and Minutes
AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT	
NAME:	Ty Matson
OFFICER:	Chief Executive Officer
INTEREST DISCLOSURE:	Nil
DATE:	24th November 2025
SUPPORTING DOCUMENTS:	<ol style="list-style-type: none"> 1. Leonora Risk Register December 2025 2. December 2025 Risk Update

BACKGROUND

From July 2025, internal audit functions, including the management and reporting of risks, have been undertaken by internal staff rather than external consultants. This shift was driven by an increased focus on risk management and governance by the administration.

The management of risk by the executive team, rather than external consultants, represents a natural progression in assigning risks to specific positions for subsequent management and, where possible, treatment of those risks.

The Shire's Risk Management Strategy, previously reviewed by the Audit and Risk Committee, and the Shire's Risk Management Policy (previously adopted by Council) align with AS/NZS ISO 31000:2018 Risk Management Guidelines. The Risk Management Strategy is developed using the principles, framework, and process outlined in the standard, considers the context of the Shire, and conforms to the standard's requirements by providing necessary guidance and direction for the Shire's risk management activities, in alignment with the Risk Management Policy.

Risk assessment and management now form an integral part of the decision-making process for all decisions. This shift from a quarterly review of risks allows for a more agile response to the identification and treatment of emerging risks by the administration.

Oversight and direction from the Audit, Risk and Improvement Committee remain an important and legislated step in the Shire's risk management framework.

COMMENT:

The Risk Register has been comprehensively reviewed.

A significant amount of risk has been reduced with the introduction of the Council First System and the introduction of processes and procedures. Whilst risk has been reduced more work needs to be undertaken across the board to ensure systems and processes are correctly undertaken.

The two remaining high-risk categories that need treatment relate to Business Continuity Plans. This work is being undertaken but was on hold pending Council First as the plans need to be specific to the Shire’s operating environment.

Risk Category	High Pre Treatment	High Risk Residual Post Treatment
Performance	2	0
Environmental	0	0
Reputational Damage	1	0
Financial	5	0
Service Delivery / Business Interruption	3	2
Legislative / Regulatory / Policy/ Work, Health & Safety	5	0

CONSULTATION

No consultation was required.

STATUTORY ENVIRONMENT

Regulation 17.1 of the *Local Government (Audit) Regulations 1996* requires the CEO to monitor the appropriateness and effectiveness of systems and procedures regarding risk management, internal controls and legislative compliance.

POLICY IMPLICATIONS

The Risk Management Policy outlines the Shire’s commitment and approach to managing risks impacting on day-to-day operations and the delivery of strategic objectives.

FINANCIAL IMPLICATIONS

Significant savings and improvements to risk management have resulted from moving inhouse.

RISK ASSESSMENT

This item has been evaluated against the Shire's Risk Management Strategy, Risk Assessment Matrix. The perceived level of risk is high prior to treatment. The progression of risk management activities aligned with the Risk Management Strategy will reduce the risk to medium.

STRATEGIC IMPLICATIONS

One of the Council's responsibilities in risk management is to ensure that risks are identified, managed, and controlled appropriately to achieve the Shire's strategic objectives and to support the allocation of funds and resources for risk treatment as required.

The Chief Executive Officer and the executive team play a key role in establishing and developing an effective risk management framework. To ensure the successful delivery of strategic planning objectives, the Risk Management Strategy requires ongoing monitoring and revision to maintain alignment with the Plan for the Future.

One role of the Audit, Risk and Improvement Committee is to monitor identified strategic, high-level risks and their treatment solutions to ensure that the community receives services delivered effectively, as outlined in the Plan for the Future.

Monitoring and reviewing activities will continue to provide evidence of the appropriateness and effectiveness of systems and procedures related to risk management, internal control, and legislative compliance, as required by the Local Government (Audit) Regulations 1996. The Risk Management Strategy also provides direction for implementing risk management activities.

Strategic references in the Shire of Leonora Council Plan 2025–2035 demonstrate connections between services and the desired outcomes and community vision for the Shire of Leonora, particularly in relation to leadership objectives, outcomes, and strategies, such as 4.1.2.4 Provide appropriate governance and leadership to the Shire and 4.2.1.3 Seek a high level of compliance in organisational practices.

Signed: 17 MARCH 2026

President: 

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING MINUTES

12 DECEMBER 2025

RECOMMENDATIONS

That the Audit, Risk and Improvement Committee receive the summary of updates to the risk profiles, the risk register and risk profiles up to December 2025, and the above report updating risk management activities undertaken to date.

VOTING REQUIREMENT

Simple Majority

COMMITTEE DECISION

Moved: Cr TM Nardone

Seconder: Cr RA Norrie

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CARRIED (7 VOTES TO 0)

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