

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

AGENDA



For the Audit, Risk and Improvement Committee Meeting to be held on

19 August 2026

Dear Audit Committee Member,

The next Audit, Risk and Improvement Committee Meeting of the Shire of Cranbrook will be held on Wednesday 19 August 2026 at the Cranbrook Council Chambers commencing at 2.00pm.

A handwritten signature in black ink, appearing to read 'L Gray', is positioned above the printed name and title.

Linda Gray
Chief Executive Officer

DISCLAIMER

This agenda has yet to be dealt with by the Audit, Risk and Improvement Committee. The recommendations shown at the foot of each item have yet to be considered by the Audit Committee and are not to be interpreted as being the position of the Audit, Risk and Improvement Committee. The minutes of the meeting held to discuss this agenda should be read to ascertain the decision of the Audit, Risk and Improvement Committee.

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Defamation – cl 14K Local Government (Administration) Regulations 1996

(1) A local government is not liable to an action for defamation in relation to any of the following done by the local government as required or authorised under this Part —

- (a) publicly broadcasting a meeting;
- (b) making a recording of a meeting;
- (c) making a recording of a meeting publicly available;
- (d) retaining a recording of a meeting or a copy of a recording;
- (e) providing a copy of a recording of a meeting to the Departmental CEO.

Scope of Committee:

Regulation 16 of the Local Government (Audit) Regulations 1996 defines the functions of the audit committee as follows:

An audit, risk and improvement committee has the following functions —

- (a) to receive and review reports on, and recommend to the council actions to be taken in relation to —
 - (i) audits under Part 7 of the Act; and
 - (ii) compliance audits; and
 - (iii) reviews under regulation 17;
- (b) to otherwise receive and review reports on the appropriateness and effectiveness of, and recommend to the council improvements to, the local government's systems and procedures in relation to —
 - (i) financial management; and
 - (ii) legislative compliance; and
 - (iii) risk management;
- (c) to receive and review reports on, and recommend to the council improvements to, the implementation of any actions that the local government —
 - (i) is required to take under section 7.12A(3); and
 - (ii) has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
 - (iii) has otherwise decided to take in response to a report or recommendation referred to in paragraph (a) or (b); and
 - (iv) has stated it has done or proposes to do in written advice prepared under section 8.6(1)(a) or 8.23(4)(a);
- (d) any other function conferred on the audit, risk and improvement committee under these regulations or another written law.

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AGENDA

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chairperson, Cr Quick will declare the meeting open at pm. The Chairperson will alert the meeting to the procedures for emergencies including evacuation, designated exits and muster points.

2. ATTENDANCE / APOLOGIES / APPROVED LEAVE OF ABSENCE

2.1 ATTENDANCE

Chairperson
Councillors

Mr D (Daniel) Barbour
Cr P (Peter) Denton
Cr H (Harvey) Gillam
Cr P (Perin) Mulcahy
Cr DM (Daisy) Egerton-Warburton
Cr C (Chelsea) Lange
Cr JA (Jen) Quick
Cr P (Peter) Beech

Chief Executive Officer
Manager of Finance
Manager of Works
Community Development Manager
Governance Officer

Ms LA (Linda) Gray
Miss C (Chelsea) Paterson
Mr L (Les) Vidovich
Mrs J (Jenny) Cristinelli
Mrs R (Renee) Dean

Members of the Public

2.2 APOLOGIES

3. PUBLIC QUESTION TIME

3.1 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

3.2 PUBLIC QUESTIONS

4. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

4.1 AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING – 17 June 2026

That the minutes from the Audit, Risk and Improvement Committee Meeting held on 17 June 2026, be confirmed as a true and correct record.

5. GENERAL BUSINESS

5.1 PERFORMANCE IMPROVEMENT PLAN AND POLICY

RESPONSIBLE OFFICER:	Linda Gray – Chief Executive Officer
REPORT AUTHOR:	Phillip Summers – People and Projects Officer
FILE REFERENCE:	GO17
APPLICANT:	Nil
DATE OF REPORT:	6 August 2026
ATTACHMENTS:	1. Policy 2.3 Employee Management. 2. Policy 2.26 Performance Improvement Policy. 3. Performance Improvement Plan Template.

Purpose

The purpose of this report is for the Council to consider the adoption of changes to the Policy Manual in respect to employee performance management and Performance Improvement Plans (PIP).

Background

Under Section 2.7(2b) of the *Local Government Act 1995* (the Act), the Council is to determine the Local Government's policies. Policy changes are presented to Council for review. Where amendments are significant, or the policy is new then the policy will be included as an individual agenda item. These policies will guide the decision-making and actions of the Council, Management Team and staff throughout the year.

Officer's Comment

The Management Team has identified that the process for how employee Performance Improvement Plans are to be conducted has not been documented. To ensure procedural fairness and consistency in these processes a new policy is proposed. Existing policies are updated to reflect this change. The proposed policy aligns with WALGA guidelines.

Policy Number and Title	Amendments
2.3 Workforce – Employee – Performance Management	Amended - Under "Performance Improvement Plans" – reference to proposed new policy 2.26
2.26 Workforce – Employee – Performance Improvement Policy.	New policy, new template– As per attachment

Statutory Environment

Local Government Act 1995 (WA) 2.7 (2b) states:

The Council is to determine the Local Government's policies.

Local Government Act 1995 (WA) s5.40 (c) states:

Employees are to be treated fairly and consistently.

Local Government Act 1995 (WA) s5.38 states:

(2) The CEO must ensure that the performance of each other employee who is employed for more than 1 year is reviewed.

(3) A review under subsection (1) or (2) must be conducted at least once in relation to each year of the person's employment

Policy Applicable – Implications

This report proposes adoption of the new and revised policies to the Council Policy Manual as defined above.

Financial Implications

There are no financial implications for this report.

Risk Implications

The risks associated with matters in this report include:

- Ineffective Employment Practices
- Inadequate Engagement Practices
- Failure to fulfil Statutory, Regulatory or Compliance Requirements

The **impact** of the risk is People and Non-Compliance.

The **consequences** of these risks are considered to be Moderate

The **likelihood** is Unlikely

Hence the **risk rating** for this item is Low

Risk mitigation includes:

- Policy 2.3 Workforce – Employee – Performance Management
- Consultation with WALGA Employee Services

Strategic Community Plan Reference

The 2025-2035 Shire of Cranbrook, Council Plan states that:

Key Pillar: 2 Economic:

Activities: ***4.2.2 Provide a positive and safe workplace***

Consultation

Consultation for this report included the Management Team, Executive Officer and Shire staff.

Voting Requirements

Simple Majority

OFFICERS RECOMMENDATION

That the Audit, Risk and Improvement Committee recommends that Council:

1. Adopts amendments to policy 2.3 Workforce – Employee – Performance Management
2. Adopts policy 2.26 Workforce - Employee – Performance Improvement Policy

5.2	ELECTED MEMBERS – ALLOWANCES AND REIMBURSEMENTS POLICY UPDATE
RESPONSIBLE OFFICER:	Linda Gray – Chief Executive Officer
REPORT AUTHOR:	Kerry Fisher – Chief Financial Officer
FILE REFERENCE:	N/A
APPLICANT:	Nil
DATE OF REPORT:	11 August 2026
ATTACHMENTS:	1.7 Governance – Elected Members – Allowances and Reimbursements Policy

Purpose

The purpose of this report is for the Council to consider an amendment to the Elected Members – Allowances and Reimbursements Policy. Shire of Cranbrook Policy Manual 2026, 1.7 Governance - Elected Members – Allowances and Reimbursements.

Background

Under Section 2.7(2b) of the *Local Government Act 1995* (the Act), the Council is to determine the Local Government's policies. Each year the Policy Manual is presented to Council for review with minor amendments. Where amendments are significant, or the policy is new then the policy will be included as an individual agenda item. These policies will guide the decision-making and actions of the Council, Management Team and staff throughout the year.

Officer's Comment

The Management Team and staff regularly review the current Policy Manual and, as a result, Council is periodically requested to consider and approve amendments and improvements to individual policies.

Statutory Environment

Section 2.7(2b) of the *Local Government Act 1995*, states that:
The Council is to determine the Local Government's policies.

Policy Applicable – Implications

This report proposes two changes to the Elected Members – Allowances and Reimbursements Policy. Firstly, to allow for the annual Information Communication and Technology (ICT) Allowance to be paid quarterly to Councillors, at the same time as their other allowances. And to deduct the cost of an iPad from the ICT Allowance during the Elected Members first year of office. In the current policy the iPad is being deducted from the Meeting Allowance.

Financial Implications

There are no financial implications for this report.

Risk Implications

The risks associated with matters in this report are varied and include:

- Misconduct
- Failure to fulfil Statutory, Regulatory or Compliance Requirements
- Inadequate Document Management Processes
- Inadequate Engagement Practices
- Inadequate Asset Sustainability Practices
- Ineffective Employment Practices

The **impact** of the risk is: Non-Compliance

The **consequences** of these risks are considered to be Moderate

The **likelihood** is Unlikely

Hence the **risk rating** for this item is Low

Risk mitigation includes:

- Councillors having a clear understanding of the content of all policies, including the attached purchasing policy; and
- The successful execution of policies by the Management Team and staff.
- Review of the Policy Manual, when necessary, throughout the year.

Council Plan 2025-2035 Reference

The 2025-2035 Shire of Cranbrook, Council Plan states that:

Key Pillar: 4 Leadership

To demonstrate and partake in strong government and leadership:

Strategy 4.1: maintain a high level of corporate governance responsibility and accountability.

4.1.1 Provide strategic leadership and governance

Consultation

Consultation for this report included the Management Team, Executive Officer and Shire staff.

Voting Requirements

Absolute Majority

OFFICERS RECOMMENDATION

That the Audit Risk and Improvement Committee recommend that Council adopt the amended Shire of Cranbrook 1.7 Governance – Elected Members – Allowances and Reimbursements Policy, as attached.

5.3	REVIEW OF POLICY 5.1 - ROAD MATERIAL ACQUISITION - GRAVEL, SAND AND WATER
RESPONSIBLE OFFICER:	Linda Gray - Chief Executive Officer
REPORT AUTHOR:	Les Vidovich – Manager of Works
FILE REFERENCE:	GO17
APPLICANT:	N/A
DATE OF REPORT:	12 August 2026
ATTACHMENTS:	Reviewed Draft Policy 5.1 - Gravel, Sand and Water Supplies and Pit Rehabilitation

Purpose

The purpose of this report is for Council to consider the update of the existing Policy 5.1 - Road Material Acquisition - Gravel, Sand and Water, and to consider adopting the updated policy titled Policy 5.1 - Gravel, Sand and Water Supplies and Pit Rehabilitation.

The review has been undertaken to ensure the policy continues to provide a clear and consistent framework for the Shire's access to, extraction and use of gravel, sand and water for road maintenance, road construction and other operational requirements, together with appropriate requirements for landowner consultation, compensation, pit management and rehabilitation.

Background

The Shire of Cranbrook requires ongoing access to suitable gravel, sand and water supplies to undertake its annual road maintenance, renewal and construction programs and other operational activities.

These materials and water supplies may be sourced from private properties throughout the Shire and are important to the ongoing maintenance and improvement of the Shire's road network. Their acquisition and use require appropriate arrangements with landowners, including access, compensation, private works where applicable, rehabilitation and management of affected land.

The existing Policy 5.1 - Road Material Acquisition - Gravel, Sand and Water provides a framework for the Shire's acquisition of road-building materials and water from private property. As part of the Shire's ongoing policy review process, the policy has been reviewed to ensure its provisions remain appropriate, clear and aligned with current operational requirements and relevant legislation.

As part of the review, it is proposed that the policy be renamed Policy 5.1 - Gravel, Sand and Water Supplies and Pit Rehabilitation to better reflect its broader scope, including material and water acquisition, landowner arrangements, pit management, rehabilitation and ongoing monitoring. The updated policy is presented for Council's consideration.

Officer's Comment

Gravel, sand and water are important resources used by the Shire in the maintenance, renewal and construction of its road network and other operational activities. Maintaining reliable access to suitable supplies is therefore important to the efficient delivery of the Shire's annual works program.

The review of the existing Policy 5.1 - Road Material Acquisition - Gravel, Sand and Water provides an opportunity to update and clarify the Shire's framework for the acquisition, extraction, use and management of gravel, sand and water supplies and the rehabilitation of extraction sites.

Key matters addressed through the reviewed policy include:

- Consultation with landowners prior to extraction activities commencing;
- Written agreements between the Shire and landowners;
- Compensation arrangements for gravel, sand and water acquired from private property;
- Options for landowners to receive payment and/or private works in consideration for materials or water acquired;
- Testing of gravel and sand materials to ensure they are suitable for construction purposes;
- Minimising the impact and inconvenience of extraction activities on landowners;
- Appropriate management of gravel and sand pits; and
- Rehabilitation and ongoing monitoring of extraction sites.

An important component of the reviewed policy is the requirement for appropriate rehabilitation of gravel and sand pits. The policy recognises that rehabilitation is necessary to minimise issues such as soil compaction, drainage impacts, erosion and visual impacts associated with extraction activities.

The reviewed policy provides specific rehabilitation requirements for bushland and pastured sites and establishes requirements for progressive rehabilitation and monitoring of pits following extraction. It also provides a framework for the rehabilitation of abandoned pits where required.

The reviewed policy will provide greater clarity and consistency in the Shire's dealings with landowners and establish clear expectations regarding the Shire's responsibilities when accessing gravel, sand and water supplies and rehabilitating extraction sites.

It is considered that adoption of the reviewed and renamed policy will support the effective delivery of the Shire's road construction, maintenance and other operational programs while ensuring material acquisition, extraction, water supply arrangements and subsequent rehabilitation are undertaken in a responsible, transparent and consistent manner

Statutory Environment

Local Government Act (1995)

Section 2.7 (2) Provides information on the role of Council.

(1) The council —

- (a) governs the local government's affairs; and*
- (b) is responsible for the performance of the local government's functions.*

(2) Without limiting subsection (1), the council is to —

- (a) oversee the allocation of the local government's finances and resources and*
- (b) determine the local government's policies."*

The reviewed policy has regards to sections 3.21, 3.22, 3.27, 3.31, 3.32 and 3.33 and Schedule 3.2 of the Local Government Act 1995 relating to works and the acquisition of materials required for public works. The policy also identifies relevant environmental, work health and safety and biodiversity legislation that may apply.

Policy Applicable – Implications

The existing Policy 5.1 - Road Material Acquisition - Gravel, Sand and Water currently governs the Shire's arrangements for the acquisition of road-building materials and water. The review provides Council with the opportunity to update the policy to reflect current operational, governance, environmental and rehabilitation requirements.

Adoption of the reviewed policy, to be renamed Policy 5.1 - Gravel, Sand and Water Supplies and Pit Rehabilitation, will provide an updated framework for the Shire to manage these activities consistently and transparently.

The reviewed policy provides guidance to Shire staff and landowners regarding access arrangements, compensation, private works, material testing, water acquisition, pit management, rehabilitation and monitoring requirements

Financial Implications

The reviewed policy provides the following rates of payment for gravel, sand and water acquired from private property:

The rates contained in the reviewed policy are:

- Gravel – \$2.00 per cubic metre, exclusive of GST;
- Sand – \$1.50 per cubic metre, exclusive of GST; and
- Water – \$1,000 per ML, no GST.

Expenditure associated with the purchase of gravel, sand and water, private works arrangements and rehabilitation activities will be accommodated through the Shire's annual budget and relevant road construction, maintenance and operational programs.

Where funding is required for the rehabilitation of abandoned pits, an appropriate allocation may be considered by Council as part of its annual budget deliberations.

Risk Implications

The risks associated with matters in this report are:

- Failure to fulfil statutory, regulatory or compliance requirements;
- Inconsistent arrangements with private landowners for gravel, sand and water supplies;
- Inadequate management of material extraction and water acquisition activities;
- Environmental impacts associated with extraction activities and;
- Inadequate rehabilitation of gravel and sand pits

The **impacts** of the risk are: People, Environment, Financial, Non-Compliance, Reputational

The **consequences** of these risks are considered to be: Moderate

The **likelihood** is: Possible

Hence the **risk rating** for this report is: Medium

Risk mitigation includes adopting and implementing the reviewed policy, ensuring written agreements are established with landowners prior to extraction or acquisition, complying with relevant legislative requirements and ensuring appropriate pit management, rehabilitation and monitoring.

Council Plan 2025-2035 Reference

The 2025-2035 Shire of Cranbrook, Council Plan states that:

To enhance maintain protect and promote our natural environment and built infrastructure

Strategy 3.3: Maintain our built infrastructure, servicing the needs of the community

Activities: 3.3.1 Maintain Road infrastructure network and pursue funding opportunities to support appropriate road network service levels

3.3.2 Seek upgrade of transport an associated infrastructure, including air, rail, bridges

3.3.4 Maintain and enhance our community infrastructure, providing appropriate public facilities

The reviewed policy supports these objectives by establishing appropriate arrangements for securing the gravel, sand and water supplies required to maintain and improve the Shire's road infrastructure and deliver operational requirements, while ensuring extraction sites are appropriately managed and rehabilitated.

Consultation

Consultation for this report included Chief Executive Officer, Manager of Works and Relevant Shire operational staff.

Where required, consultation with affected landowners will continue to be undertaken in accordance with the requirements of the policy.

Voting Requirements

Simple Majority

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee recommends that Council adopts the updated Policy 5.1, currently titled Road Material Acquisition - Gravel, Sand and Water, and approves its renaming to Policy 5.1 - Gravel, Sand and Water Supplies and Pit Rehabilitation, as presented.

5.4	NEW POLICY 1.20 – GOVERNANCE – PRIVACY POLICY
RESPONSIBLE OFFICER:	Linda Gray – Chief Executive Officer
REPORT AUTHOR:	Phillip Summers – People and projects Offices
FILE REFERENCE:	G017
APPLICANT:	N/A
DATE OF REPORT:	12 August 2026
ATTACHMENTS:	Nil

Purpose

The purpose of this report is for the Council to consider the adoption of a new Policy 1.20 Governance - Privacy Policy.

Background

The Management Team acknowledges that the Shire of Cranbrook handles personal information and that the Legislative requirement to implement a Privacy Policy as part of *Privacy and Responsible Information Sharing Act 2024 (WA)* has not been met. To address this gap the Management Team, propose the council adopts the proposed policy which addresses the requirements of the Information Privacy Principles (IPP) as prescribed in the Act.

Officer's Comment

As part of the staged introduction of the Act, the provisions of the act that came into place on 1 July 2026 included the requirement for the introduction of a privacy policy for entities including local Government. From 1 January 2027, local Government agencies must start reporting all serious data breaches.

Statutory Environment

- Privacy and Responsible Information Sharing Act 2024 (PRIS Act)
- Privacy Act 1988 (Cth)
- Freedom of Information Act 1992 (WA)
- State Records Act 2000 (WA)

Policy Applicable – Implications

There is no Council policy applicable to this report.

Financial Implications

There are no financial implications for this report.

Risk Implications

The risks associated with matters in this report are:

- Failure to fulfil Statutory, Regulatory or Compliance Requirements

The **impacts** of the risk are: People, Non-Compliance, Reputational

The **consequences** of these risks are considered to be: Minor

The **likelihood** is: Unlikely

Hence the **risk rating** for this report is: Low

Risk mitigation includes excellent record keeping procedures.

Council Plan 2025-2035 Reference

The 2025-2035 Shire of Cranbrook, Council Plan states that:

Key Pillar: 4 Leadership

To demonstrate and partake in strong government and leadership

Strategy 4.1: maintain a high level of corporate governance responsibility and accountability

Activities: 4.1.1 Provide strategic leadership and governance

Consultation

Consultation included Shire's Governance Officer.

Voting Requirements

Simple Majority

OFFICER'S RECOMMENDATION

That the Audit, Risk and Improvement Committee recommends that Council adopts Policy 1.20 – Governance – Privacy Policy.

6. MATTERS BEHIND CLOSED DOORS

In accordance with Sections 5.23(4)(c) and 5.23(2)(e) (iii) of the Local Government Act 1995, the following Items and their attachments are confidential.

As such it is recommended that the meeting be closed to the public in order deal with these items.

Voting Requirements

Simple Majority

OFFICER'S RECOMMENDATION

That the meeting be closed to members of the public in accordance with sections 5.23 (4) (c) and 5.23(2)(e)(iii) of the Local Government Act 1995.

6.1 RISK MANAGEMENT REVIEW – AUDIT REGULATION 17

RESPONSIBLE OFFICER: Linda Gray – Chief Executive Officer
REPORT AUTHOR: Linda Gray – Chief Executive Officer
FILE REFERENCE: AD106, FM9
APPLICANT: N/A
DATE OF REPORT: 5 August 2026
ATTACHMENTS: Risk Report – Confidential Attachment

Voting Requirements

Simple Majority

OFFICER'S RECOMMENDATION

That the Audit and Risk Improvement Committee recommends that Council receives the attached CEO's report on the Review of Risk Management, Internal Controls and Legislative Compliance for the Shire of Cranbrook.

6.2 POLICY MANUAL PROPOSED CHANGES

RESPONSIBLE OFFICER: Linda Gray – Chief Executive Officer
REPORT AUTHOR: Phillip Summers – People and Projects Officer
FILE REFERENCE: GO17
APPLICANT: Nil
DATE OF REPORT: 11 August 2026
ATTACHMENTS: Policy 1.19 Cyber Security (Confidential)

Voting Requirements

Simple Majority

OFFICERS RECOMMENDATION

That the Audit, Risk and Improvement Committee recommends that Council adopt Policy 1.19 Governance - Cyber Security (CONFIDENTIAL)

Voting Requirements

Simple Majority

OFFICER'S RECOMMENDATION

That the meeting be re-opened to members of the public.

7. CLOSURE OF MEETING

There being no further business to discuss the Chairperson, Mr Daniel Barbour will declare the meeting closed at pm.