

Shire of Serpentine Jarrahdale Strategic Risk Register - Updated August 2021

Risk Ref No	Strategic Objective	Risk Identification & Analysis					Risk Assessment					Acceptability (refer Risk Appetite)	Risk Owner	Risk mitigation strategies (to further lower the risk rating if required)				
		Context	Risk Description	Causes	Consequences	Controllability	Controls	Control Rating	Consequence Category	Consequence Rating	Likelihood Rating			Level of Risk	Action	Target Date	Status	Integrated Planning and Reporting Link
1	Progressive	Culture	Culture and values not aligned to organisational outcomes and priorities	Lack of a defined and shared culture and values across the organisation Change management and associated conflicts Leadership and staff turnover Failure to embed organisational value in decision-making; Poor communication of desired culture; Failure to ensure good communication / engagement / collaboration across the organisation;	Impact on performance. Reputation damage. Community impact	Partially Controllable	1. Administration Office Accommodation Reference Group 2. Employee Relations 3. Employee Benefits 4. Biennial Staff Survey 5. Communication - Management and EMG Meetings, Directorate Meetings, CEO Catch Up, Staff Newsletters 6. SharePoint / Intranet (Grapevine) 7. Organisational Development Roadmap (includes Strategic Workforce Plan) 8. E-Recruitment OneComm Module 9. Organisational Management (Licencing) 10. Assessment / review of exit interviews	Inadequate Adequate	Organisational Performance, Reputation, Social / Community Outcomes	MAJOR MODERATE	POSSIBLE UNLIKELY	SIGNIFICANT MODERATE	No - Improvement required	Deputy CEO / Director Community and Organisational Development	2. Implement the following OneComm modules: Training Talent and Succession Part One Talent and Succession Part Two	30 November 2022 30 June 2022 30 April 2023	● Not Started ● Not Started ● Not Started	Human Resources Service Team Plan
2	Progressive	Organisational Workforce	Inability to attract and retain a quality workforce	Ineffective management of change fatigue / legacy culture (internally); Staff accommodation issues Unfavourable working conditions compared to other shires/LGs and local employers; Excessive volume of work; Poor organisational morale; Failure to align organisational structure with plans ('optimal'); Insufficient resources to undertake the volume of new works as a result of growth, grants, stimulus and election promises. Insufficient resources to meet recruitment demand	Impact on performance, Staff turnover	Partially Controllable	1. Organisational Development RoadMap (includes Strategic Workforce Plan) 2. Administration Office Accommodation Reference Group 3. Stay abreast of industrial relations landscape and change 4. Employee wellbeing program 5. Work from home option 6. Office and Depot Accommodation Feasibility Plan 7. Election outcomes are incorporated within the Corporate Business Plan to ensure these commitments are adequately resourced 8. Flexible Work BoP	Adequate	Organisational Performance	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	1. Review staff recognition and reward program 2. Develop an Employee Value Proposition in line with the Organisational Development RoadMap	01-October-2021 30 June 2022	● In Progress ● In Progress	Human Resources Service Team Plan Human Resources Service Team Plan Human Resources Service Team Plan Organisational Development Roadmap
3	Progressive	Financial sustainability	Failure to ensure financial sustainability	Increasing level of service / expectations; Economic downturn impacting revenue; Limited access to financial information, impacting financial planning; Inaccurate / misleading population growth predictions; Uncertainty over govt. funding; Uncertainty over fees and charges; Changing compliance requirements; Rate strategies	Financial sustainability	Partially Controllable	1. Asset Management Plans; 2. 2020-24 Long Term Financial Plan; 3. Integrated Corporate Business Plan 2020-24 4. Sufficient funds for developer contribution matching (Community Infrastructure Reserve within the LTFP); 5. Land holding investing (as future revenue source) 6. Incorporating the direction of the financial sustainability review 7. Clear goal of reducing the percentage of operating costs funded from untied revenue 8. Finance Dashboards that allows day to day budget monitoring 9. Community Infrastructure Development Contribution Plan 10. Ongoing engagement with the State Government to identify options and a way forward to address rating inequity in the Shire in the longer term 11. Rating Strategy (adopted July 2021)	Inadequate Adequate	Financial	CATASTROPHIC MAJOR	POSSIBLE UNLIKELY	SIGNIFICANT MODERATE	No - Improvement required Yes - within appetite	Director Corporate Services	1. Progress developer contribution plans (DCPs) for Byford and Mundijong - amendment schemes 208 and 209	30 June 2021 31 December 2021 (subject to external third party approval - WAPC)	● In Progress	Corporate Business Plan
4	Place	Organisational Capability	Insufficient organisational capability to support the Shire's growth	Insufficient / weak planning and development to deliver growth; Lack of infrastructure coordination to support growth Reactive planning to short term issues which undermines strategic direction Lack of resources within the planning teams Lack of community trust in respect of delivery vision for growth Lack of frameworks to elicit developer contributions for shared infrastructure	Organisational Performance, Reputation, Community impact	Controllable	1. Draft Local Planning Strategy approved June 2021 and Scheme at advanced stages of finalisation 2. Community Infrastructure Development Contribution Plan 3. New Byford and Mundijong District Structure Plans for Byford, Mundijong and Serpentine about to be advertised for community engagement and Serpentine Local Structure Plan 4. New developer contribution plans for Byford and Mundijong about to be advertised awaiting WAPC Approval 5. Commencement of the new local heritage survey 6. Updated local planning policies specific to rural land use, filling of land, rural outbuildings, R-code variations and unauthorised development 7. Internal process of development assessment unit and design advisory unit which is supported by the organisation 8. Process that encourages pre-lodgement for applicants 9. Risk based approach to development assessment 10. Strong focus on design quality for major land mark and gateway development sites 11. Work with community groups to update them on planning activities and to address any concerns as they arise at least annually 12. Resourced community engagement processes on pivotal planning proposals 13. Obtain stakeholder and community input on planning proposals 14. Emphasising an improved practice of customer service for development assessment processes, with a particular emphasis on timeframes and response to applicant enquiries 15. Undertaking compliance and enforcement activities to ensure land use and development reflects the regulatory framework for the Shire 16. Upskill design skills through internal discussions with development assessment staff 17. Continue to build relationships with key developers to sustain shared vision for development outcomes 18. Modernise standard condition lists for improved notices of determination	Adequate	Organisational Performance, Reputation, Social Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Director of Development Services	1. Finalisation of new planning framework (strategy and scheme no. 3)	30 June Dec 2021 (subject to external third party approval - WAPC)	● In Progress	Corporate Business Plan
5	Progressive	Organisational Efficiency	Inefficient business processes and systems	Legacy SILO operations; Lack of robust policies / processes; Inefficient business systems; Paper-based, manual processes; Lack of timely reporting;	Compliance impacts; Impact on long term financial sustainability; Impact on organisation performance; Inadequate fraud control;	Controllable	1. HR and Finance Modules of Enterprise Resource Planning (ERP) i.e. OneComm; 2. Benefits Register for ERP; 3. Automation Reporting through ERP 4. Annual delegations review 5. Policy and procedure review 6. Internal Audits 7. Corporate Performance Reporting ERP Module (PPLGS) including Dashboard reporting 8. Finance Dashboards that allows day to day budget monitoring 9. Reporting on OneComm implementation efficiencies 10. Go-live of Works (note - infield technology i.e. hardware is still to be implemented)	Adequate	Organisational Performance, Financial	MAJOR	UNLIKELY	MODERATE	No - Improvement required	Director Corporate Services	1. Automation and improvement of Asset module within OneComm (Asset Maturity Project) business processes in future ERP module (for example Assets and finalisation of hardware implementation for work)	30 June 2021 30 June 2022	● In Progress	Corporate Business Plan
6	Place	Bush fire management	Failure to minimise the likelihood / impact of bush fires  Failure of the Shire to respond reasonably and practicably in the management of bush fires	Failure of the Shire to respond reasonably and practicably in the management of bush fires as follows: Private: - failure to regulate fire break notices. - failure to educate community on property management, - failure to regulate fire permit permissions and requirements, - failure to support an effective bushfire brigade response, - failure to require land owners to maintain road verges adjoining their land, - failure to educate land owners on the importance of shared responsibilities, - failure to build community awareness in respect of early and coherent decision making related to fires, - failure to educate the community in respect of safe burning off practices. Public: - failure for the shire to fund reasonable and practicable management of reserves including trails, drains, bush land reserves, multi use corridors and major transportation routes - failure to allocate human resources to manage community engagement and education in respect of bush fire preparedness and prevention, - failure to enter into a MOU with surrounding local governments for response and recovery, - failure to plan for long term development and growth of bush fire brigades, - failure to implement a practice of rural and urban verge management policy, - failure to obtain grants to address high risk areas identified by the endorsed bush fire risk management plan, - lack of internal staff awareness of response and recovery roles and responsibilities	Reputation damage, Environmental impacts, Financial sustainability, Community Unrest, Depopulation, Loss of businesses and associated economic consequences	Controllable	1. Bush Fire Risk Management Plan (BRMP) adopted by the Office of Bush Fire Risk Management 2. CEM Partnership between the Shire and DFES 3. Bush Fire Brigades - Jarrahdale, Oakford, Byford, Mundijong, Serpentine and Keysbrook 4. 250+ active volunteers 5. Community Education volunteers (bush fire ready action group (BRAG)) 6. Dedicated emergency services team comprising a Coordinator, 2 x Bush Fire Mitigation Officers and a Technical Support Officer 7. Community Safety Team who undertake prosecution for breaches of fire permits, burn periods and firebreak notice noncompliance 8. Community Forums 9. Actively participate in the funding opportunities available under the State Government Bushfire Mitigation Activity Funding program and implementation of mitigation works. 10. Operate the Bush Fire Advisory Committee and Local Emergency Management Committee 11. Enforce total fire bans and harvesting and vehicle movement bans based on fire danger rating 12. Actively support the training and development of brigades 13. Empower and provide autonomy for captains to manage fire events with support from DFES 14. Risk to resource planning 15. Encourage land owners to prepare their properties year round through the BRAG group 16. Municipal budget funding for fire breaks, weed management, slashing, forestry mulching etc. for nature reserves 17. Council Policy Permissible Verge Treatments - Rural 18. Disaster Recovery Funding Arrangements (DRFAWA) is available for replacement of fire damage assets (i.e. bridges) subject to successful application and processes. 19. Implementation of road upgrades to cater for increased population allowing for improved travel escape routes 20. Proactively advocate to the responsible Minister and Commissioner regarding the need for a Career Fire Station for the Shire, in order to address structure fire risk; serious vehicle accident response; risk profile of industrial and commercial business growth 21. Undertake a Rural Urban Interface Exercise with residents in the Shire, to emphasise preparedness and prevention activities across the broad remit of property management and incident response 22. Oakford Static Water Supply rendered serviceable 23. Rural Verge Policy education campaign to require adjoining land owners to actively manage rural	Adequate	Reputation, Financial, Environment	CATASTROPHIC	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Development Services	2. Prepare bush fire management plans for all outstanding shire reserves and a schedule of implementation works in accordance with management plans	31 December 2021 (the commencement of this action is subject to Council support for a second mitigation office and budget for the work).	● Not Started ● In Progress	Strategic Risk Register
														4. Implement the program of works according to the Mitigation Activity Funding Project List	30 June 2021	● In Progress	Emergency Services Service Team Plan	
														5. Record all permits to burn issued by the Shire and ensure community safety team regulate the enforcement of conditions placed on these permits	30 June 2021	● In Progress	Strategic Risk Register	
														6. Investigate options to improve the management of Shire reserves and roadside drains as it relates to the mitigation of bush fire risk and detail the agreed actions as mitigation strategies	31-December-2021	● In Progress	Strategic Risk Register	



Shire of Serpentine Jarrahdale Strategic Risk Register - Updated August 2021

Risk Ref No	Strategic Objective	Risk Identification & Analysis					Risk Assessment					Acceptability (refer Risk Appetite)	Risk Owner	Risk mitigation strategies (to further lower the risk rating if required)			
		Context	Risk Description	Causes	Consequences	Controls	Control Rating	Consequence Category	Risk Rating					Action	Target Date	Status	Integrated Planning and Reporting Link
									Consequence Rating	Likelihood Rating	Level of Risk						
						19. Jarrahdale Trails Town Strategy and Implementation Plan							8. Jarrahdale Equine Trails Network Concept Plan	31-December-2021	In Progress	Corporate Business Plan	
														9. Jarrahdale Oval Master Plan	30-June-2022	Not Started	Corporate Business Plan
13	People	Desirable place - Vibrant community in a rural setting	Failure to be a desirable destination to live	Insufficient / lack of local community services (Govt / NFPs) to meet increasing/changing needs; Insufficient facilities / amenities to meet community needs; Lack of services that meet the full range of community cohorts (e.g. young people through to seniors) Lack of opportunities for social connection in community Insufficient funding; Lack of cohesion in an increasing multi-cultural community Failure to effectively manage community growth Lack of value for money Unaffordable living costs Diminishing the rural character Inadequate telecommunication technology (internet, mobile) Inadequate transportation in and out of the shire (including public transport options and private transport options e.g. safe roads) Lack of comparative/competitive advantage Inefficient / cumbersome planning system Poor marketing / failure to establish desirable reputation	Community impact; Violence and unrest; Illegal activity	1. Community Infrastructure Plan and Open Space Strategy (CPOS) 2. Ageing Well Strategy 3. Equine Strategy 4. Community Safety Plan 5. Access and Inclusion Plan 6. Community Programs and Events 7. Community Grants Program 8. Mundijong Library 9. Recreation Centre and other sporting and community facilities 10. Club Development Program 11. Youth Team and Activities 12. Continue relationships / engagement with NFPs/Go to attract them to operate from our space 13. Resourced implementation of community priorities e.g. Corporate Business Plan, Long Term Financial Plan 14. State partnership relating to Metronet and Tonkin highway transport infrastructure 15. Controls on Risk 8 - Asset Management 16. Utilise community facilities as spaces for service providers to operate from locally 17. Byford Health Hub Business Case and \$30.6M State Government Commitment	Inadequate	Social / Community Outcomes, Reputation	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	1. Develop Libraries Strategic Plan outlining lifelong learning and social connection and the plans for a new library premise in Byford	30-June-2023	Not Started	Corporate Business Plan
					Partially Controllable								2. Develop a Community Development Activation Strategy and action plan	30 June 2022 (subject to Council agreement - Q3 CBP Report)	Not Started	Corporate Business Plan	
													3. Move towards a place-making model for Byford and Jarrahdale town-centres	30-June-2024	In Progress	Corporate Business Plan	
													4. Establish a Town Team in the Byford CBD	31-December-2021	In Progress	Strategic Risk Register Corporate Business Plan	
													5. Equine Facility Feasibility Study	30-March-2022	Not Started	Corporate Business Plan	
14	Progressive	Emergency Management	Failure to effectively respond and manage emergencies	Lack of planning / processes Unforeseen / difficult to plan for emergencies e.g. pandemics Lack of up to date emergency and recovery plans Some staff are inadequately trained/don't understand their role in emergency response and recovery Emergency Planning Committee (Shire Office) requires reinvigorating and strategic direction Lack of resources to respond to multiple emergencies at the same time (e.g. Bushfire and COVID)	Impact on organisation performance; Community Impact	1. 2021 Business Continuity Plan (incorporating lessons learned through COVID-19) 2. COVID-19 Business Continuity Plan 3. Local Emergency Management Arrangements (reviewed 2020) 4. Local Recovery Plan (reviewed 2020) 5. Welfare Centre planning and training 6. Draft Emergency management plan (Shire Office) 7. Emergency Management Committee (EPC) (Shire Office) 8. Review of LEMA and LRP after significant emergency or every five years	Adequate	Organisational Performance, Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Deputy CEO / Director Community and Organisational Development	3. Review the Emergency Management Plan (Shire Office)	30-August-2021	In Progress	Human Resources Service Team Plan