

Shire of Serpentine Jarrahdale Strategic Risk Register - Updated August 2022

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	Risk Rating				Action	Target Date	Status	Integrated Planning and Reporting Link	
										Consequence Rating	Likelihood Rating							Level of Risk
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	Adequate	Organisational Performance, Reputation, Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Deputy CEO / Director Community and Organisational Development	3. Review the organisational vision and values	30-September-2023	● Not Started	Corporate Business Plan / Organisational Development Roadmap / People, Development and Wellbeing Service Team Plan
														5. Review the Employee induction process and implement improvements	30-December-2022	● In Progress	People, Development and Wellbeing 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 9. Staff Recognition and Reward Program 10. Review of parity of salaries across the organisation 11. Performance appraisal process	Adequate	Organisational Performance	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	2. Develop an Employee Value Proposition	30-September-2023	● Not Started	Corporate Business Plan / Organisational Development Roadmap / People, Development and Wellbeing Service Team Plan
														7. Implement the new office accommodation plan	30-June-2023	● In Progress	Corporate Business Plan / Project Delivery Service Team Plan	
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 Loss of grant funding due to the untimely delivery of works	Financial sustainability	Partially Controllable	1. Asset Management Plans; 2. Long Term Financial Plan; 3. Corporate Business Plan and routine reporting to Council 4. Sufficient funds for developer contribution matching (Community Infrastructure Reserve within the LTFP); 5. Land 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 12. Project and Contract Management Framework	Adequate	Financial	MAJOR	UNLIKELY	MODERATE	Yes - within appetite	Director Corporate Services	1. Progress developer contribution plans (DCPs for Byford and Mundijong - amendment schemes 208 and 209)	30 September 2022 (subject to external third party approval - WAPC)	● In Progress	Strategic Risk Register
														3. Implement exception reporting to Council (including risks associated with granted funded projects) through embedding of the Project Management Office	30-November-2022	● In Progress	Governance Service Team 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 Lack of strategic urban and regional planning to deliver sustainable 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. Local Planning Strategy approved June 2021 and Scheme at advanced stages of finalisation 2. Community Infrastructure Development Contribution Plan 3. Byford and Mundijong District Structure Plans and Serpentine Local Structure Plan 4. New developer contribution plans for Byford and Mundijong 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 scheme no. 3	31 December 2022 (subject to external third party approval - WAPC)	● In Progress	Strategic Risk Register
														3. Finalise the new local heritage survey (assessment of places and presentation to Council)	30-September-2022	● In Progress	Strategic Planning Service Team Plan	
														4. Finalise developer contribution plans for Byford and Mundijong	30 September 2022 (subject to external third party approval - WAPC)	● In Progress	Strategic Risk Register	
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 11. Data Processing Efficiencies - Geographical Information System 12. Council Policy Review Forward Calendar	Adequate	Organisational Performance, Financial	MAJOR	UNLIKELY	MODERATE	No - Improvement required	Director Corporate Services	5. Implement Enterprise Content Management	28-February-2023	● In Progress	Corporate Business Plan / ICT Service Team Plan

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		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
6	Place	Bush fire management	Failure of the Shire to respond reasonably and practicably in the management of bush fires	<p>Private:</p> <ul style="list-style-type: none"> - 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 <p>Public:</p> <ul style="list-style-type: none"> - failure to educate the community in respect of safe burning off practices. - 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 	<p>Reputation damage, Environmental impacts, Financial sustainability, Community Unrest, Depopulation, Loss of businesses and associated economic consequences</p>	Controllable	<ol style="list-style-type: none"> 1. Bush Fire Risk Management Plan (BRMP) adopted by the Office of Bush Fire Risk Management 2. 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 verges 24. Annual calendar of community education and training to assist in preparation and preparedness activities 25. Back up emergency satellite link at the Bruno Gianatti Hall in Jarrahdale 26. Federal government grant for a second satellite for installation at the SJ Evacuation Centre (SJ Recreation Centre) - estimated installation by December 2021 27. Commission of a forestry mulcher (funded through surplus reallocation) to enable mitigation strategy 6 to begin 28. Membership on the Byford CFRS working group aiming to establish a career fire station (Initial step is to identify land). 29. Backup generator for the communications tower in Jarrahdale 30. Annual Fire Control Notice and property inspections 	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	30-June-2023	In Progress	Strategic Planning Service Team Plan and Emergency Services Service Team Plan
															12. Preparation of a Register of Properties where an incident must be responded to by career Fire Officers, with a report on the matter being presented to Council.	31-August-2022	In Progress	Strategic Risk Register
															13. Develop an interim schedule for open drains and roadside verges for rural roads	30-September-2022	In Progress	Operations Service Team Plan
															14. Prepare the 5 year Reserve (Natural Area Reserves) management plan for Council consideration.	30-June-2023	In Progress	Operations Service Team Plan
															15. Update / Improve asset data for drains to inform maintenance schedules	30-June-2023	Not Started	Strategic Risk Register
															16. Review the level of service as it pertains to open drains and roadside verges with Council	30-September-2023	Not Started	Strategic Risk Register
															17. Develop new maintenance schedules for open drains based on improved data	31-December-2023	Not Started	Strategic Risk Register
7	Place	Environment Sustainability	<p>Failure to ensure / maximise environmental sustainability</p>	<p>Lack of staff training and awareness</p> <p>Compelling priorities</p> <p>Inadequate shire control over developments</p> <p>Lack of compliance and enforcement</p> <p>Inadequate human and financial resources</p> <p>Lack of leadership buy-in and drive</p> <p>Lack of proactive environmental engagement into projects</p> <p>Failure to comply with state and federal environmental legislation</p> <p>Lack of verge and reserve management</p> <p>Continued adverse climate trends that impact climate sensitive ecosystems</p>	<p>Community impact, Reputation damage, Environmental impacts, Financial impacts, Organisation Performance</p>	Controllable	<ol style="list-style-type: none"> 1. Urban and Rural Forest Strategy 2. Local Biodiversity Strategy 3. State of the Environment Report 4. Street Tree Policy 5. Urban Verge Policy 6. Rural Verge Policy 7. Biodiversity planning policy 8. Planning Policies (weeds, revegetation) 9. Dedicated Environment Team including integration with Development Services Directorate enhances the facilitation of feedback into key functions e.g. land use and development approvals 10. Clearing Permits / "Licence to take" applications 11. Reserve Management Plans 12. Environmental input in development applications 13. State and federal environmental policy regulation and legislation 14. Budgets for reserve management 15. Partnership with key stakeholders (e.g. Landcare, Switch You Thinking, NGO's, state government agencies) 16. Verge and Reserve Management including community engagement (feral animal control, weed control, fencing, dieback, friends of groups, tree planting etc.) 17. Local Planning Framework (Scheme, Strategy, Structure Plans, Policies) 18. Bushfire Mitigation Works cognisant of environmental issues 19. Waste Management Strategy 20. Significant tree register 21. Report to Council on options to respond to the prospect of further bauxite mining within the State forest surrounds of Jarrahdale 22. Power purchase agreement through WALGA for high power use sites that provides for the use of power generated through renewable sources 23. Climate Change Declaration 24. Use of recycled material for road construction 25. Continue to implement and report against the Shire's 2015 Climate Change Strategy and Local Action Plan 	Adequate	Environment, Reputation, Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Development Services	5. In conjunction with the community, develop an updated Climate Change Strategy and Local Action Plan within two years of the declaration.	30 September 2024	Not Started	Strategic Planning Service Team Plan
															7. Implementation of FOGO	30-June-2024	In progress	Corporate Business Plan / Waste, Fleet and Facilities Service Team Plans
															9. In relation to bauxite mining within the State forest surrounds of Jarrahdale, respond to environmental impact assessment once released for public comment	30-June-2023	Not Started	Strategic Planning Service Team Plan
8	Prosperity	Asset management	<p>Existing assets fail to meet the minimum requirements for current and future growth</p>	<p>Recent population growth resulting in changing requirements for the assets configuration or level of services;</p> <p>Replacement only focuses on immediate needs, excluding consideration of further usages/opportunities;</p> <p>Asset management plans undervalue cost of replacement;</p> <p>Ageing assets;</p> <p>Insufficient funding including a lack of asset replacement funding;</p> <p>Large number of assets compared to rates base;</p> <p>Conflicting priorities across the organisation;</p> <p>Lack of 'community outcomes' focus;</p> <p>Best value for money option not achieved;</p> <p>Lack of community support;</p>	<p>Financial sustainability, Reputation damage, Physical Impact</p>	Controllable	<ol style="list-style-type: none"> 1. Seek grant funding to assist in asset upgrades 2. Working with Main Roads and Federal Gov. to obtain bridge upgrades 3. Hypergrowth Network Implementation Plan - Lobby and advocate the Government to assist in upgrading the Shire's hypergrowth roads that are currently underservicing the future population. 5. Asset Management Plans and review of these every two years 6. Asset Register and Finance System within ERP including capturing all gifted and capital assets 7. Biennial Community Perceptions Survey 8. Asset Management Strategy 9. Condition survey program for each asset class 10. Works Module in OneComm including links between assets and financial data 11. Data Processing Efficiencies - Geographical Information System 12. New Building Component Structure to inform building data 13. Validation process for gifted and capital works assets 14. Process for the acceptance of state government land management orders to ensure these reserves are adequately maintained 15. Process for transfer of asset information from developers to Shire's Operations Team to ensure maintenance of parks and gardens are appropriately resourced at time of handover 	Inadequate	Social / Community Outcomes, Physical (Health and Safety) Impacts, Reputation, Financial	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Infrastructure Services	3. Develop a Bridge Asset Register and Management Plan	30-June-2024	In progress	Finance Service Team Plan / Asset Management Strategy
															4. Begin implementing the condition survey program for each asset class	30-June-2024	In Progress	Finance Service Team Plan / Asset Management Strategy
															5. Asset Maturity Project	30-December-2023	In progress	Corporate Business Plan / Finance Service Team Plan
9	Progressive	Partnerships / alliances	<p>Failure to optimise benefits of partnerships / alliances</p>	<p>Developing relationships and taking opportunities with other local companies</p> <p>Strategies for working with neighbours</p> <p>Structure and culture of LG sector;</p> <p>Failure to consider partnerships (what do you/they need and what can you/they offer) to deliver greater operating power and minimise competition;</p>	<p>Financial, Reputation, Performance</p>	Partially Controllable	<ol style="list-style-type: none"> 1. State partnership relating to Metronet and Tonkin highway transport infrastructure; 2. Peel Region Leaders Forum 3. Peel Development Commission 4. Regional Development Australia Perth and Peel 5. Growth Areas Perth and Peel (GAAP) 6. WALGA Networking 7. CEO membership on the West Port Local Government Reference Group 	Adequate	Financial, Organisational Performance, Reputation	MODERATE	UNLIKELY	MODERATE	No - Improvement required	CEO	2. As part of the Major Strategic Review, canvass the community's view in building greater alliances north and west of the metro area	30-September-2023	In progress	Corporate Business Plan / Communications and Customer Engagement Service Team Plan
															4. Consider membership on the South East Corridor Councils Alliance	30-June-2023	In Progress	Strategic Risk Register
10	Progressive	Stakeholder management	<p>Failure to manage stakeholder expectations (State and Federal gov. / developers / businesses)</p> <p>* see risk 12 for community stakeholder management</p>	<p>Lack of engagement with stakeholders;</p> <p>Lack of understanding of stakeholder expectations;</p> <p>Conflicting priorities between the council and stakeholders;</p> <p>Nature of the Shire – legacy practices;</p>	<p>Impact on organisation efficiency</p>	Partially Controllable	<ol style="list-style-type: none"> 1. CEO/Shire President meeting regularly with ministers 2. Election Priorities and Advocacy 	Adequate	Strategic Stakeholder Relationships	MAJOR	UNLIKELY	MODERATE	No - Improvement required	CEO	1. Stakeholder matrix / management plan	30-September-2022	In progress	Executive Services Service Team Plan

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11	Progressive	Community engagement	Failure to effectively engage with the community to build trust, deliver outcomes and manage expectations	Strong political activism by the community; Key staff turnover; Key person dependencies; Lack of opportunities for engagement; Failure to listen to community requests; Use of legacy engagement practices which don't work in the public value space; Lack of consistent approach to engagement across the business; Increasing expectations exacerbated by social media input; Lack of understanding of how LG works; Community's resistance to change; Conflicting / competing expectations; Legacy systems, processes and issues; Undelivered promises (to the community); Long standing residents with established expectations; Failure to listen to the community; Lack of understanding of community expectations and needs; Failure to monitor social media; Higher level of political activism and political pressure;	Impact on organisation performance; Community Impact	Partially Controllable	Adequate	Organisational Performance, Reputation, Social/ Community Outcomes	MINOR	UNLIKELY	LOW	Yes	Deputy CEO / Director Community and Organisational Development				
12	Prosperity	Desirable place - Economy	Failure to be a desirable destination to work and visit	Unsustainable/rapid industry growth; Failure to create local employment and education opportunities; Insufficient focus on tourism / Lack of variety in events and tourism opportunities; Poor marketing / failure to establish desirable reputation; Insufficient industry opportunities; Failure to effectively manage economic growth; Inefficient / cumbersome planning system; 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	Community Impact, Depopulation, Loss of businesses and associated economic consequences	Partially Controllable	Adequate	Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	CEO	6. Masterplan of Trails Centre at Lot 814 Jarrahdale Road, Jarrahdale	30-June-2023	● Not Started	Corporate Business Plan / Economic Development and Promotions Service Team Plan
														7. Heritage Park Business Case	31-December-2022	● In Progress	Corporate Business Plan / Jarrahdale Trails Service Team Plan
														9. Jarrahdale Oval Master Plan	17-October-2022	● In Progress	Corporate Business Plan
														10. Investigate the commercial feasibility of developing LOT 814, Jarrahdale to support the Jarrahdale Trail Town Initiative	31-December-2022	● In Progress	Corporate Business Plan / Economic Development and Promotions Service Team Plan
														11. In collaboration with the East Metropolitan Health Service, deliver the Byford Health Hub.	31-December-2025	● In progress	Corporate Business Plan / Community Activation Service Team 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	Partially Controllable	Adequate	Social / Community Outcomes, Reputation	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Deputy CEO / Director Community and Organisational Development	2. Develop a Community Activation Strategy and action plan	31-December-2022	● In Progress	Corporate Business Plan / Community Activation Service Team Plan
														6 Equine Facility Masterplan	31-December-2022	● In Progress	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	Controllable	Adequate	Organisational Performance, Social / Community Outcomes	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	8. Develop a Vulnerable Communities Plan as part of the Local Emergency Management Arrangements..	30 June 2023	● In Progress	Community Activation Service Team Plan
15	Progressive	Worker Work Health and Safety	Inadequate processes and systems in place for the management of workplace health and safety	Legislation amendments; Lack of financial and human resources; Organisational Culture focused on safety; Inadequate oversight, reporting and evaluation mechanisms; Outdated documentation (e.g. policies, procedures, forms); Not fit for purpose Safety Information System; Not fit for purpose infrastructure and equipment; Supporting processes (e.g. procurement, contracting) not considering WHS factors	Increased Employee Injury, Financial (e.g. Insurance Premiums, Prosecutions), Reputation Damage (e.g. as a Shire to work for), Organisational Performance (e.g. industrial relations activity, loss of resources)	Controllable	Inadequate	Physical and Psychological Impact, Financial (Operational), Organisational Performance	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	5. Undertake works necessary to ensure compliance to revised WHS legislation adhering to ISO45001 standard.	31 March 2023	● In Progress	People, Development and Wellbeing Service Team Plan
														6. Undertake an internal WHS audit	30-September-2023	● Not Started	
														7. Restructure the WHS business unit to meet resource requirements	31-December-2022	● In Progress	
														8. Delivery of the works outlined on the Corrective Action Register	31-March-2023	● In Progress	
														9. Develop an operational WHS risk register	30-November-2022	● In Progress	
														10. Implementation of agreed actions related to Bushfire Brigades (ARG009/02/22)	31-March-2023	● In Progress	

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																		Controllability
16	Progressive	Capital Projects	Market factors impacting the delivery of major capital projects on time and within budget	Current market place driven primarily from COVID-19: - Shortage of materials / supply chain disruptions resulting in cost increases - Shortage of contractors, consultants and suppliers - Inflation resulting in cost increases - Lack of contractor, consultant and supplier capacity to deliver works resulting in cost increases - Lack of bidders to procurement opportunities causing processes to be prolonged and redone - Lack of skilled and experienced project managers in the market place to manage projects	Impact on organisation performance (e.g. non delivery or delayed delivery of projects) Financial (e.g. exceeding budget, loss of grant funds from late or non-delivery, inability to recover budgeted overheads), Impacts on Shire staff (e.g. additional workloads/stress), Reputation (e.g. not delivering on time, compromising public/road user safety from non-delivery of blackspot improvements)	Uncontrollable	1. Procurement strategies (e.g. supplier contracts for multiple works) 2. Open and transparent communication with Council and community to communicate challenges and manage expectations 3. Corporate Business Plan Reporting and Review Process 4. Budget Review Process 5. Extension of time requests from funders 6. Review of delivery timelines cognisant of market factors 7. Delay / deferral of projects 8. Project and Contract Management Framework	Fully Effective	Psychological Impact, Financial (Operational), Organisational Performance, Reputation, Strategic Stakeholder Relationships	Moderate	ALMOST CERTAIN	HIGH	Yes (subject to Council adoption)	CEO	2. Explore opportunities to deliver major projects in partnership (e.g. with other local governments)	30-June-2024	In Progress	Corporate Business Plan