Risk Ref No	Strategic Objective	Context	Risk Description	Causes	Consequences	Controllability	Controls	Control Rating	Consequence Category	Consequence Rating	Likelihood Rating	Level of Risk	Acceptability (refer Risk Appetite)	Risk Owner	Action	Target Date	Status
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 11. Employee Induction	Adequate	Organisational Performance, Reputation, Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	CEO	3. Review the organisational vision and values	30-September-2023	🟡 In Progress
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; High vacancy rate in critical service delivery teams	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	LIKELY	HIGH	No - Improvement required	CEO	2. Develop an Employee Value Proposition	30-September-2023	🟡 In Progress
															7. Implement the new office accommodation plan	31-December-2023	🟡 In Progress
															9. Investigate ~~short term alternative service delivery models~~ the use of contractors to address resource shortage within ~~for~~ the Parks and Gardens Business Unit	~~TBA~~ 30 June 2024	🔴 Not Started
															10. Depot Accommodation Upgrades	~~31/05/2023~~ 30 June 2023	🟡 In Progress
															11. Operations Centre Structure Review (including Waste Transfer Station)	30-June-2023	🟡 In Progress
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 13. Developer Contribution Plan for Byford - amendment scheme 208 14. Developer Contribution Plan for Mundijong - amendment scheme 209	Adequate	Financial	MAJOR	UNLIKELY	MODERATE	Yes - within appetite	Director Corporate Services	3. Provide a strategic financial report to Council annually (including risks associated with grant funded projects)	31-December-2023	🟡 In Progress
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. Developer Contribution Plan for Byford - amendment scheme 208 and Developer Contribution Plan for Mundijong - amendment scheme 209 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 19. Local Heritage Survey	Adequate	Organisational Performance, Reputation, Social Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Director of Development Services	1. Finalisation of scheme no. 3	30 June 2023 (subject to ~~Minister approval and Gazettal external third-party approval (WAPC)~~)	🟡 In Progress
5	Progressive	Organisational Efficiency	Inefficient business processes and systems	Legacy SILO operations; Lack of robust policies / processes; Lack of robust business systems; 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	31-December-2024	🟡 In Progress
															6. Undertake the consolidation phase of OneComm	31-August-2023	🟡 In Progress

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6	Place	Bush fire management	Failure of the Shire to respond reasonably and practically in the management of bush fires	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. CESM 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 31. Service Level: Verge Maintenance – Fuel Load Reduction (E22/10650)	Adequate	Reputation, Financial, Environment	CATASTROPHIC	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of ~~Development Services~~ Community Engagement	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
															14. Prepare the 5 year Reserve (Natural Area Reserves) management plan for Council consideration.	30-June-2023	🟡 In Progress
															15. Update / Improve asset data for drains to inform maintenance schedules	30-June-2024	🔴 Not Started
															16. Review the level of service as it pertains to open drains and roadside verges with Council	30-September-2024	🔴 Not Started
															17. Develop new maintenance schedules for open drains based on improved data	31-December-2024	🔴 Not Started
															18. Develop a long term / further detailed schedule including timelines and costings for roadside verges for rural roads	31-December-2023	🔴 Not Started
															~~19. Investigate an opt in text message system for the Shire of Serpentine Jarrahdale for days of Total Fire Bans and/or Vehicle and Harvest Movement Bans~~	~~30-April-2023~~	🔴 Not Started 🟢 Complete
															20. Implement an opt in text message system for the Shire of Serpentine Jarrahdale for days of Total Fire Bans and/or Vehicle and Harvest Movement Bans (subject to 2023-24 budget approval).	30-June-2024	🔴 Not Started
															21. Support DFES delivery of the Cardup Career Fire Station.	01-December-2024	🟡 In progress
7	Place	Environment Sustainability	Failure to ensure / maximise environmental sustainability	Lack of staff training and awareness Competing priorities Inadequate shire control over developments Lack of compliance and enforcement Inadequate human and financial resources Lack of leadership buy-in and drive Lack of proactive environmental engagement into projects Failure to comply with state and federal environmental legislation Lack of verge and reserve management Continued adverse climate trends that impact climate sensitive ecosystems	Community impact, Reputation damage, Environmental impacts, Financial impacts, Organisation Performance	Controllable	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	🟡 In progress
															7. Implementation of FOGO	30-June-2024	🟡 In progress
															9. In relation to bauxite mining within the State forest surrounds of Jarrahdale, respond to environmental impact assessment once released for public comment	30-September-2023	🔴 Not Started

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8	Prosperity	Asset management	Existing assets fail to meet the minimum requirements for current and future growth	Recent population growth resulting in changing requirements for the assets configuration or level of services; Replacement only focuses on immediate needs, excluding consideration of further usages/opportunities; Asset management plans undervalue cost of replacement; Ageing assets; Insufficient funding including a lack of asset replacement funding; Large number of assets compared to rates base; Conflicting priorities across the organisation; Lack of 'community outcomes' focus; Best value for money option not achieved; Lack of community support;	Financial sustainability, Reputation damage, Physical Impact	Controllable	1. Seek grant funding to assist in asset upgrades 2. Working with Main Roads and Federal Gov. to obtain bridge upgrades 4. 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 Management Plan	30-June-2024	🟡 In progress
															4. Begin implementing the condition survey program for each asset class	30-June-2024	🟡 In Progress
															5. Asset Maturity Project	30-December-2023	🟡 In progress
															6. Develop detailed maintenance schedules for all playgrounds	30-December-2023	🔴 Not Started
9	Progressive	Partnerships / alliances	Failure to optimise benefits of partnerships / alliances	Developing relationships and taking opportunities with other local companies Strategies for working with neighbours Structure and culture of LG sector; Failure to consider partnerships (what do you/they need and what can you/they offer) to deliver greater operating power and minimise competition;	Financial, Reputation, Performance	Partially Controllable	1. State partnership relating to Metronet and Tonkin highway transport infrastructure; 2. Peel Regional 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, canvas the community's view in building greater alliances north and west of the metro area	30-September-2023	🟡 In progress
															4. Consider membership on the South East Corridor Councils Alliance	30-June-2023 30-June-2024	🟡 In progress
10	Progressive	Stakeholder management	Failure to manage stakeholder expectations (State and Federal govt. / developers / businesses) * see risk 12 for community stakeholder	Lack of engagement with stakeholders; Lack of understanding of stakeholder expectations; Conflicting priorities between the council and stakeholders; Nature of the Shire – legacy practices;	Impact on organisation efficiency	Partially Controllable	1. CEO/Shire President meeting regularly with ministers 2. Election Priorities and Advocacy 3. Stakeholder Management Plan (E22/11374) 4. Stakeholder list (E22/11376) 5. Stakeholder Advocacy and Issues Register (E22/11375)	Adequate	Strategic Stakeholder Relationships	MAJOR	UNLIKELY	MODERATE	No - Improvement required	CEO			
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 and political pressure; Key staff turnover; Key person dependencies; Not capitalising on opportunities for engagement; Failure to listen to community requests; Lack of consistent approach to engagement across the business; Increasing expectations exacerbated by social media input; Not effectively communicating change to the community Conflicting / competing expectations; Undelivered promises (to the community); Failure to listen to the community; Lack of understanding of community expectations and needs; Failure to incorporate engagement into Shire processes	Reputation	Partially Controllable	1. 2023 Strategic Communications Plan (E23/2206) 2. Shire website and Online Engagement Platform Your Say SJ 3. Communication plans for all major projects 4. Biennial Community Perceptions Survey 5. Community input into the Shire's vision e.g. Strategic Community Plan 6. Community input into the Shire's vision e.g. Strategic Community Plan 7. Resourced implementation of community priorities e.g. Corporate Business Plan, Long Term Financial Plan 8. Engagement Strategy and Policy 9. Training of staff in IAP2 engagement methodology 10. Training of staff in IAP2 engagement methodology 11. Dedicated Engagement Officer 12. Council consideration of community engagement when making decisions 13. Relationships with strategic stakeholders (State and Federal govt. / developers / businesses)	Adequate	Reputation	MODERATE	POSSIBLE	MODERATE	No - Improvement Required	Director Community Engagement	1. Undertake the Major Review of the Strategic Community Plan	30-September-2023	🟡 In progress
															2. Review the Strategic Communications Plan	28-February-2023	🟡 In Progress 🟢 Complete
															3. Incorporate community engagement training into staff inductions	30-June-2023	🔴 Not Started 🟡 In Progress
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	1. Developer Contribution Scheme; 2. Structure plans (x2); 3. Local planning strategy and scheme; 4. Economic Development Strategy 5. Tourism Strategy 6. Peel Chamber of Commerce and Industry 7. Integrated Planning and Reporting (LTFP, CBP) 8. Robust Governance Structure (ARG) 9. Community Infrastructure Developer Contribution Plan 10. Developer Contribution Plan's 11. Actively looking for investors 12.Quality control over subdivision conditions 13. Supporting major infrastructure projects (e.g. METRONET, Tonkin Highway) 14. Dedicate Economic Development, Tourism and Marketing resource 15. Major Tourism Events e.g. Opera at the Mill 16. Controls on Risk 8 - Asset Management 17. Byford TAFE Feasibility Study 18. Business case for Trails Development 19. Jarrahdale Trails Town Strategy and Implementation Plan 20. Byford Health Hub Business Case and $30.6M State Government Commitment 21. West Mundijong Industrial Area Local Structure Plan 22. Design and Implementation Plan for the Mounts Track Loop 23. Jarrahdale Bridle Trail Development – Concept Plan 24. Masterplan for Equine Trails 25. Jarrahdale Oval Recreation Space and Trail Head Master Plan 26. Lot 814/815 Millars Road, Jarrahdale Business Case	Adequate	Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	CEO Director Development Services	7. Heritage Park Business Case	30-September-2023	🟡 In Progress
															11. In collaboration with the East Metropolitan Health Service, deliver the Byford Health Hub.	31-December-2025	🟡 In progress

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13	People	Desirable place - Vibrant community in a rural setting	Failure to be a desirable destination to live	Insufficient / lack of local community services delivered by non-Shire agencies (e.g. Govt. / NFPs) to meet increasing/changing needs; Insufficient Shire 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; Diminishing the rural character through development 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 Poor marketing / failure to establish desirable reputation	Community impact; Impact on performance (e.g. responding to priorities from residents)	Partially Controllable	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. Byford Library and Mobile Library Service 9. Recreation Centre and other sporting and community facilities 10. Community Activation programs, events and services 11. Continue relationships / engagement with NFPs/Go to attract them to operate from our space 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 19. Equine Facilities Master Plan 20. Plans and Strategies for Trails: Business case for Trails Development, Jarrahdale Trails Town Strategy and Implementation Plan, Design and Implementation Plan for the Mounts Track Loop	Adequate	Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Director Community Engagement	3. Byford Skate Park (Construction of Stage 2)	28-February-2024	🟡 In progress
									Organisational Performance	MINOR	UNLIKELY	LOW	Yes		4. Keirnan Park Recreation Precinct (Construction of Stage 1A)	31-December-2024	🟡 In progress
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	1. 2021 Business Continuity Plan (incorporating lessons learned through COVID-19) 2. COVID-19 Business Continuity Plan (updated February 2022) 3. Local Emergency Management Arrangements (reviewed 2020) 4. Local Recovery Plan (reviewed 2020) 5. Welfare Centre planning and training 6. 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 9. Emergency Response Training for Emergency Response Procedures 10. Warden Training 11. Evacuation Drills 12. COVID-19 Business Operating Procedures - Vaccinations (E22/1430), Minimising Risk in the Workplace (E22/1821), Managing Infection in the Workplace (E22/1808), Meeting Screening Questionnaire (E22/1641), Contractors Business Operating Procedure (E22/1945) 13. COVID-19 Health and Safety Risk Assessment 14. COVID-19 Communications Plan 15. Regular communication regarding preparedness through community channels and committees (e.g. Equine Advisory)	Adequate	Organisational Performance, Social / Community Outcomes	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	Director Community Engagement	8. Develop a Vulnerable Communities Plan as part of the Local Emergency Management Arrangements.	30 September 2023	🟡 In Progress
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	1. Health, Safety and Wellbeing Strategy 2. Safety documentation and processes (e.g. Safety Manuals, Procedures, Methods, Forms) 3. Occupational Health and Safety Committee 4. Health and Safety Representative Committee 5. Safety Information System - MySafety 6. Monthly PPI's 7. Emergency Management Planning (see risk 14) 8. Hazard Inspections and audits 9. Injury Incident Investigations and Corrective Actions 10. Quarterly Safety Report (PPLGS) 11. Work Health and Safety review and gap analysis 12. Report on WHS reforms related to the BushFire Brigades 13. WHS Support Team (2 FTE) 14. Operational WHS Risk Register	Inadequate	Physical and Psychological Impact, Financial (Operational), Organisational Performance	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	CEO	5. Undertake works necessary to ensure compliance to revised WHS legislation adhering to ISO45001 standard.	~~30 April 2023~~ 31 December 2023	🟡 In Progress
															6. Undertake an internal WHS audit on the Safety Management System.	30-September-2023	🔴 Not Started
															8. Delivery of the works outlined on the Corrective Action Register	~~31/03/2023~~ 31 December 2023	🟡 In Progress
															10. Implementation of agreed high risk actions related to Bushfire Brigades (ARG009/02/22).	~~31/03/2023~~ 30 June 2023	🟡 In Progress
16	Progressive	Capital Projects	Failure to deliver major capital projects at quality 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 Lack of / inadequate project management processes, such as: - Planning and scoping - Defined roles and responsibilities, including governance arrangements - Defined change management thresholds. - Project monitoring and reporting - Risk Management - Stakeholder Management	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)	Partially Controllable	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 including (but not limited to): - Project Management Council Policy, Project Management Business Operating Procedure, Forms and Templates - Contract Management Council Policy - Project Management LifeCycle OneComm Module	Adequate	Psychological Impact, Financial (Operational), Organisational Performance, Reputation, Strategic Stakeholder Relationships	MODERATE	ALMOST CERTAIN	HIGH	No improvement required	CEO	2. Explore opportunities to deliver major projects in partnership (e.g. with other local governments)	30-June-2024	🟡 In Progress
															3. Embed and enhance the Project and Contract Management Framework tools to strengthen Project Maturity.	30-June-2024	🟡 In Progress