

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	Risk Rating					Action	Target Date	Status	Integrated Planning and Reporting Link	
									Consequence Rating	Likelihood Rating	Level of Risk							
1	Thriving / Liveable / Connected	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 inconsistent communication / engagement / collaboration across the organisation	Impact on performance, Reputation damage, Community impact	Partially Controllable	1. Administration Office Accommodation Reference Group-Physical Environment 2. Employee Relations 3. Employee Benefits 4. Biennial Staff Survey 5. Communication - Management and EMG Meetings, Directorate Meetings, CEO Catch Up, Staff-Newsletters/SharePoint / Intranet (Grapevine) 6. E-Recruitment- OneComm Module automated onboarding and offboarding 7. Organisational Development Roadmap (includes Strategic Workforce Plan) 8. E-Recruitment- OneComm Module automated onboarding and offboarding 9. Organisational Management (Lessons) 10. Assessment / review of exit interviews 11. Employee Induction 12. Organisational vision and values 13. Leadership Development	Adequate	Organisational Performance, Reputation, Social / Community Outcomes	MODERATE MINOR	UNLIKELY	MODERATE LOW	No - Improvement required - Yes - within appetite	CEO	4. Action plan including milestones and timelines for achievement, to address recommendations and actions relating to the focus areas of 'Leadership and Culture', and 'The People', from the report titled 'Review of Operations and Waste, Fleet and Facilities Business Units'	30/06/2024	● In Progress ● Complete	Corporate Business Plan / Operations-Service-Team-Plan
2	Thriving / Liveable / Connected	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 12. Employee Value Proposition 13. Depot Accommodation Upgrades 14. Action plan to address recommendations and actions from the report titled 'Review of Operations, Waste and Fleet and Facilities Business Units'	Adequate	Organisational Performance	MAJOR MODERATE	LIKELY POSSIBLE	HIGH MODERATE	No - Improvement required	CEO	7. Implement the new office accommodation plan: Staff Amenities (Stage 2a) Council Chambers (Stage 2b) Office Accommodation Upgrade (Stage 2c) 9. Investigate the use of contractors to address resource shortage within the Parks and Gardens Business Unit 10- Depot Accommodation Upgrades 12- Action plan including milestones and timelines for achievement, to address recommendations and actions from the report titled 'Review of Operations and Waste, Fleet and Facilities Business Units' 13- Develop an implementation plan for the Employee Value Proposition 14. Approval and communication of new organisational benefits	30 June 2024 31 March 2025 30 June 2026 30/06/2024-30 September 2024 30 June 2024 30 June 2024 30 June 2024 31 December 2024	● In Progress ● Complete ● In Progress ● In Progress ● In Progress ● Complete ● In Progress ● Complete ● In Progress	Corporate Business Plan / Project Delivery Service Team Plan Strategic Risk Register Service Team Plan Corporate Business Plan Corporate Business Plan Corporate Business Plan / Organisational Development Roadmap Strategic Risk Register
3	Thriving / Liveable / Connected	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 gov. 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 (including risks associated with grant funded projects) 4. Sufficient funds for developer contribution matching (Community Infrastructure Reserve within the LTFFP); 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 15. Annual strategic financial report to Council (as part of the budget setting process)	Adequate	Financial	MAJOR	UNLIKELY	MODERATE	Yes - within appetite	Director Corporate Services				
4	Thriving / Liveable / Connected	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 Local Planning Scheme No. 3 approved by Minister in May 2023 and gazetted on 22 September 2023 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. 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 modifications to the Mundijong District Structure Plan 2. Procurement of consultant to commence the Infrastructure Staging Plan for the Shire of Serpentine Jarrahdale, in collaboration with the Peel Development Commission (Subject to funding commitment)	30 June 2025 31 December 2025	● In Progress ● Not Started	Corporate Business Plan / Strategic Planning Service Team Plan Strategic Risk Register
5	Thriving	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 OneComm Phase 3	31 July 2025 30 June 2027	● In Progress	Corporate Business Plan / ICT Service Team Plan

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6	Liveable	Bush fire management	Failure of the Shire to respond reasonably and practicably in the management of bush fires	<p><b>Private:</b></p> <ul style="list-style-type: none"> <li>- failure to regulate fire break notices,</li> <li>- failure to educate community on property management,</li> <li>- failure to regulate fire permit permissions and requirements,</li> <li>- failure to support an effective bushfire brigade response,</li> <li>- failure to require land owners to maintain road verges adjoining their land,</li> <li>- failure to educate land owners on the importance of shared responsibilities,</li> <li>- failure to build community awareness in respect of early and coherent decision making related to fires,</li> <li>- failure to educate the community in respect of safe burning off practices.</li> </ul> <p><b>Public:</b></p> <ul style="list-style-type: none"> <li>- 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</li> <li>- failure to allocate human resources to manage community engagement and education in respect of bush fire preparedness and prevention,</li> <li>- failure to enter into a MOU with surrounding local governments for response and recovery,</li> <li>- failure to plan for long term development and growth of bush fire brigades,</li> <li>- failure to implement a practice of rural and urban verge management policy,</li> <li>- failure to obtain grants to address high risk areas identified by the endorsed bush fire risk management plan,</li> <li>- lack of internal staff awareness of response and recovery roles and responsibilities</li> </ul>	Reputation damage, Environmental impacts, Financial sustainability, Community Unrest, Depopulation, Loss of businesses and associated economic consequences	Controllable	<ol style="list-style-type: none"> <li>1. Bush Fire Risk Management Plan (BRMP) adopted by the Office of Bush Fire Risk Management</li> <li>2. Dedicated emergency services team including CESM Partnership between the Shire and DFES</li> <li>3. Bush Fire Brigades - Jarrahdale, Oakford, Byford, Mundijong, Serpentine and Keysbrook, 250+ active volunteers and Community Education volunteers (Bush Fire Awareness Team)</li> <li>4. Regulatory compliance in accordance with the Bush Fires Act 1954 and subsidiary legislation</li> <li>5. State Government Bushfire Mitigation Activity Funding program and implementation of mitigation works.</li> <li>6. Bush Fire Advisory Committee and Local Emergency Management Committee</li> <li>7. Municipal budget funding for bush fire management</li> <li>8. Council Policy Permissible Verge Treatments - Rural</li> <li>9. Local Emergency Management Arrangements</li> <li>10. WALGA Advocacy Positions Manual</li> <li>11. Implementation of annual emergency preparedness activities</li> <li>12. Backup generator for the communications tower in Jarrahdale</li> <li>13. Service Level: Verge Maintenance – Fuel Load Reduction (E22/10650) and Forestry mulcher</li> <li>14. Opt in text message system for the Shire of Serpentine Jarrahdale for days of Total Fire Bans and/or Vehicle and Harvest Movement Bans</li> <li>15. Bushfire Management Plan - Shire reserves adjacent to assets assessed as 'high risk' or above</li> </ol>	Adequate	Reputation, Financial, Environment	CATASTROPHIC	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Community Engagement	<p><del>2. Prepare bush fire management plans for Shire reserves adjacent to assets assessed as high risk or above</del></p> <p>14. Prepare the 5 year Reserve (Natural Area Reserves) management plan for Council consideration: <b>Develop a business case for engagement of a consultant to undertake project delivery</b></p> <p>Present 5 year Reserve (Natural Area Reserves) management plan to Council</p> <p>15. Update / Improve asset data for drains to inform maintenance schedules</p> <p>16. Review the level of service as it pertains to open drains and roadside verges with Council</p> <p>17. Develop a baseline maintenance schedule for open drains and review and improve maintenance schedules for open drains based on improved data</p> <p>18. Develop a long term / further detailed schedule including timelines and costings for roadside verges for rural roads</p> <p>21. Support DFES delivery of the Cardup Career Fire Station.</p> <p>22. Develop an annual Emergency Services Communication Plan to support proactive communication with the community regarding emergency services preparedness, compliance and safety.</p>	<p>30-June-2024</p> <p>31-July-2024</p> <p>TBA 30 June 2026</p> <p>30-June-2024 31-December-2025</p> <p>30-June-2025</p> <p>31-December-2024</p> <p>30-June-2024 31-December-2024</p> <p>01-December-2024</p> <p>30-September-2024</p>	<p>In Progress</p> <p>Complete</p> <p>Complete</p> <p>In Progress</p> <p>In Progress</p> <p>Not Started</p> <p>In Progress</p> <p>In Progress</p> <p>In progress</p> <p>In progress</p>	<p>Strategic Planning Service Team Plan and Emergency Services Service Team Plan</p> <p>Strategic Risk Register</p> <p>Corporate Business Plan</p> <p>Strategic Risk Register</p> <p>Strategic Risk Register</p> <p>Strategic Risk Register</p> <p>Strategic Risk Register</p> <p>Emergency Services Service Team Plan</p>
7	Liveable	Environment Sustainability	Failure to ensure / maximise environmental sustainability	<p>Lack of staff training and awareness</p> <p>Competing 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>	Community impact, Reputation damage, Environmental impacts, Financial impacts, Organisation Performance	Controllable	<ol style="list-style-type: none"> <li>1. Urban and Rural Forest Strategy</li> <li>2. Local Biodiversity Strategy</li> <li>3. State of the Environment Report</li> <li>4. Street Tree Policy</li> <li>5. Urban Verge Policy</li> <li>6. Rural Verge Policy</li> <li>7. Biodiversity planning policy</li> <li>8. Planning Policies (weeds, revegetation)</li> <li>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</li> <li>10. Clearing Permits / "Licence to take" applications</li> <li>11. Reserve Management Plans</li> <li>12. Environmental input in development applications</li> <li>13. State and federal environmental policy regulation and legislation</li> <li>14. Budgets for reserve management</li> <li>15. Partnership with key stakeholders (e.g. Landcare, Switch You Thinking, NGO's, state government agencies)</li> <li>16. Verge and Reserve Management including community engagement (feral animal control, weed control, fencing, dieback, friends of groups, tree planting etc.)</li> <li>17. Local Planning Framework (Scheme, Strategy, Structure Plans, Policies)</li> <li>18. Bushfire Mitigation Works cognisant of environmental issues</li> <li>19. Waste Management Strategy</li> <li>20. Significant tree register</li> <li>21. Report to Council on options to respond to the prospect of further bauxite mining within the State forest surrounds of Jarrahdale</li> <li>22. Power purchase agreement through WALGA for high power use sites that provides for the use of power generated through renewable sources</li> <li>23. Climate Change Declaration</li> <li>24. Use of recycled material for road construction</li> <li>25. Continue to implement and report against the Shire's 2015 Climate Change Strategy and Local Action Plan</li> </ol>	Adequate	Environment, Reputation, Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Development Services	<p>5. In conjunction with the community, develop an updated Climate Change Strategy and Local Action Plan within two years of the declaration.</p> <p>7. Implementation of FOGO</p> <p>9. In relation to bauxite mining within the State forest surrounds of Jarrahdale, respond to environmental impact assessment once released for public comment</p>	<p>30-September-2024</p> <p>30-June-2025 30-June-2027</p> <p>Within 42 days following release of assessment</p>	<p>In progress</p> <p>In progress</p> <p>Not Started</p>	<p>Strategic Planning Service Team Plan</p> <p>Corporate Business Plan / Waste, Fleet and Facilities Service Team Plans</p> <p>Strategic Planning Service Team Plan</p>

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8	Liveable	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  5-Asset Maturity Project  6. Develop detailed maintenance schedules for all playgrounds	30-June-2024 30 June 2025  30-June-2024 30-June-2024	In progress  In-Progress Complete  In Progress	Finance Service Team Plan / Asset Management Strategy  Corporate Business Plan / Finance Service Team Plan  Strategic Risk Register (Operations)	
9	Connected	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 8. Member of the National Growth Areas Alliance (2023-24 to 2025-26)	Adequate	Financial, Organisational Performance, Reputation	MODERATE	UNLIKELY	MODERATE	No - Improvement required	CEO	4. Consider membership on the South East Corridor Councils Alliance	30/06/2024 30 June 2025	In progress	Strategic Risk Register	
10	Connected	Stakeholder management	Failure to manage stakeholder expectations (State and Federal gov. / developers / businesses)  * see risk 12 for community stakeholder management	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	Connected	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. Strategic Communications Plan 2024 (E24/5188) 2. Shire website and Online Engagement Platform Your Say SJ 3. Communication plans for all major projects 4. Biennial Community Perceptions Survey 6. Community input into the Shire's vision (e.g. Council Plan 2023-2033) 7. Resourced implementation of community priorities e.g. Corporate Business Plan, Long Term Financial Plan 8. Engagement Strategy and Policy 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 gov. / developers / businesses) 14. Community engagement training incorporated into staff inductions. 15. Council Policy 5.3.5 - Complaints Resolution	Adequate	Reputation	MODERATE	POSSIBLE	MODERATE	No - Improvement Required	Director Community Engagement					
12	Thriving / Liveable / Connected	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 27. Heritage Park Business Plan and Business Case	Adequate	Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Director Development Services	11. In collaboration with the East Metropolitan Health Service, deliver the Byford Health Hub.	31-December-2025	In progress	Corporate Business Plan / Economic Development and Promotions Service Team Plan	

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13	Thriving / Liveable / Connected	Desirable place - vibrant community in a rural setting	Failure to be a desirable destination to live	<p>Insufficient / lack of local community services delivered by non-Shire agencies (e.g. Govt. / NFPs) to meet increasing/changing needs;</p> <p>Insufficient Shire facilities / amenities to meet community needs;</p> <p>Lack of services that meet the full range of community cohorts (e.g. young people through to seniors)</p> <p>Lack of opportunities for social connection in community</p> <p>Insufficient funding;</p> <p>Diminishing the rural character through development</p> <p>Inadequate telecommunication technology (internet, mobile)</p> <p>Inadequate transportation in and out of the shire (including public transport options and private transport options e.g. safe roads)</p> <p>Lack of comparative/competitive advantage</p> <p>Poor marketing / failure to establish desirable reputation</p>	<p>Community impact;</p> <p>Impact on performance (e.g. responding to priorities from residents)</p>	<p>1. Community Infrastructure Plan and Open Space Strategy (CPOS)</p> <p>2. Ageing Well Strategy</p> <p>3. Equine Strategy</p> <p>4. Community Safety Plan</p> <p>5. Access and Inclusion Plan</p> <p>6. Community Programs and Events</p> <p>7. Community Grants Program</p> <p>8. Byford Library and Mobile Library Service</p> <p>9. Recreation Centre and other sporting and community facilities</p> <p>10. Community Activation programs, events and services</p> <p>12. Continue relationships / engagement with NFPs/Go to attract them to operate from our space</p> <p>13. Resourced implementation of community priorities e.g. Corporate Business Plan, Long Term Financial Plan</p> <p>14. State partnership relating to Metronet and Tonkin highway transport infrastructure</p> <p>15. Controls on Risk 8 - Asset Management</p> <p>16. Utilise community facilities as spaces for service providers to operate from locally</p> <p>17. Byford Health Hub Business Case and \$30.6M State Government Commitment</p> <p>19. Equine Facilities Master Plan</p> <p>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, Jarrahdale Bridle Trail Development – Concept Plan, Masterplan for Equine Trails, Jarrahdale Oval Recreation Space and Trail Head Master Plan</p> <p>21. Community Infrastructure Development Contribution Plan</p>	Adequate	Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Director Community Engagement	3. Byford Skate Park (Construction of Stage 2)	tbc once clearing permit is obtained	In progress	Engineering Service Team Plan			
														5. Byford Pump Track				31-March-2025	In progress	Corporate Business Plan
														4. Keiman Park Recreation Precinct (Construction of Stage 1A)				31-December-2026	In progress	Major Projects Delivery Service Team Plan
14	Liveable	Emergency Management	Failure to effectively respond and manage emergencies	<p>Lack of planning / processes</p> <p>Unforeseen / difficult to plan for emergencies e.g. pandemics</p> <p>Lack of up to date emergency and recovery plans</p> <p>Some staff are inadequately trained/don't understand their role in emergency response and recovery</p> <p>Emergency Planning Committee (Shire Office) requires reinvigorating and strategic direction</p> <p>Lack of resources to respond to multiple emergencies at the same time (e.g. Bushfire and COVID)</p>	<p>Impact on organisation performance;</p> <p>Community Impact</p>	<p>1. 2021 Business Continuity Plan (incorporating lessons learned through COVID-19)</p> <p>2. COVID-19 Business Continuity Plan (updated February 2022)</p> <p>3. Local Emergency Management Arrangements (reviewed 2020) including a Vulnerable Communities Plan</p> <p>4. Local Recovery Plan (reviewed 2020)</p> <p>5. Welfare Centre planning and training</p> <p>6. Emergency management plan (Shire Office)</p> <p>7. Emergency Management Committee (EPC) (Shire Office)</p> <p>8. Review of LEMA and LRP after significant emergency or every five years</p> <p>9. Emergency Response Training for Emergency Response Procedures</p> <p>10. Warden Training</p> <p>11. Evacuation Drills</p> <p>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)</p> <p>13. COVID-19 Health and Safety Risk Assessment</p> <p>14. COVID-19 Communications Plan</p> <p>15. Regular communication regarding preparedness through community channels and committees (e.g. Equine Advisory)</p>	Adequate	Organisational Performance, Social / Community Outcomes	MODERATE	POSSIBLE	MODERATE	No - Improvement required	Director Community Engagement							
15	Thriving	Worker Work Health and Safety	Inadequate processes and systems in place for the management of workplace health and safety	<p>Legislation amendments</p> <p>Lack of financial and human resources</p> <p>Organisational Culture focused on safety</p> <p>Inadequate oversight, reporting and evaluation mechanisms</p> <p>Outdated documentation (e.g. policies, procedures, forms)</p> <p>Not fit for purpose Safety Information System</p> <p>Not fit for purpose infrastructure and equipment</p> <p>Supporting processes (e.g. procurement, contracting) not considering WHS factors</p>	<p>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)</p>	<p>1. Health, Safety and Wellbeing Strategy</p> <p>2. Safety documentation and processes (e.g. Safety Manuals, Procedures, Methods, Forms)</p> <p>3. Occupational Health and Safety Committee</p> <p>4. Health and Safety Representative Committee</p> <p>5. Safety Information System - MySafety</p> <p>6. Monthly PPIs</p> <p>7. Emergency Management Planning (see risk 14)</p> <p>8. Hazard Inspections and audits</p> <p>9. Injury Incident Investigations and Corrective Actions</p> <p>10. Quarterly Safety Report (PPLGS)</p> <p>11. Work Health and Safety review and gap analysis</p> <p>12. Report on WHS reforms related to the Bushfire Brigades</p> <p>13. WHS Support Team (2 FTE)</p> <p>14. Operational WHS Risk Register</p> <p>15. Implementation of agreed high risk actions related to Bushfire Brigades (ARG009/02/22).</p> <p>16. Delivery of works outlined on the Corrective Actions Register (IN24/3192)</p>	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.	31 December 2024	In Progress	People, Development and Wellbeing Service Team Plan			
												6. Undertake an internal WHS audit on the Safety Management System.	TBA	In Progress						
16	Thriving / Liveable / Connected	Capital Projects	Failure to deliver major capital projects at quality and within budget	<p>Current market conditions:</p> <ul style="list-style-type: none"> <li>- Inflation resulting in cost increases</li> <li>- Supply-side constraints elevating prices for raw materials.</li> <li>- Lack of contractor, consultant and supplier capacity to deliver works resulting in cost increases</li> <li>- Lack of bidders to procurement opportunities causing processes to be prolonged and redone</li> <li>- Lack of skilled and experienced project managers in the market place to manage projects</li> </ul> <p>Lack of / inadequate project management processes, such as:</p> <ul style="list-style-type: none"> <li>- Planning and scoping</li> <li>- Defined roles and responsibilities, including governance arrangements</li> <li>- Defined change management thresholds.</li> <li>- Project monitoring and reporting</li> <li>- Risk Management</li> <li>- Stakeholder Management</li> </ul> <p>Unrealistic timelines from funders</p> <p>Capacity of the organisation to take on change</p>	<p>Impact on organisation performance (e.g. non delivery or delayed delivery of projects)</p> <p>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)</p>	<p>1. Procurement strategies (e.g. supplier contracts for multiple works)</p> <p>2. Open and transparent communication with Council and community to communicate challenges and manage expectations</p> <p>3. Corporate Business Plan Reporting and Review Process</p> <p>4. Budget Review Process</p> <p>5. Extension of time requests from funders</p> <p>6. Review of delivery timelines cognisant of market factors</p> <p>7. Delay / deferral of projects</p> <p>8. Project and Contract Management Framework including (but not limited to):</p> <ul style="list-style-type: none"> <li>- Project Management Council Policy, Project Management Business Operating Procedure, Forms and Templates</li> <li>- Contract Management Council Policy</li> <li>- Project Management LifeCycle OneComm Module</li> </ul>	Adequate	Psychological Impact, Financial (Operational), Organisational Performance, Reputation, Stakeholder Relationships	MODERATE	ALMOST CERTAIN	HIGH	No improvement required	Director Corporate Services Director Infrastructure Services	2. Explore opportunities to deliver major projects in partnership (e.g. with other local governments)	30-June-2024	In Progress Complete	Corporate Business Plan			
														3. Embed and enhance the Project and Contract Management Framework tools to strengthen Project Maturity.	30-June-2024	In Progress Complete	Governance Service Team Plan			
														4. Implement Investment Prioritisation and Optimisation.	31-January-2026	Not Started	Corporate Business Plan / Strategic Risk Register			
														5. Develop a business case and submit for 2024-25 Budget consideration to resource the management of clearing permit processes including permit applications and development of vegetation offset plans	31-July-2024	In Progress	Strategic Risk Register			
														6. Keiman Park Recreation Precinct (Stage 1A)	31 December 2025	In Progress	Corporate Business Plan			
8. Oakford Bush Fire Brigade Station	31-January-2026	In Progress	Corporate Business Plan																	
17	Thriving	ICT Internal Control	Inadequate policies, procedures and activities to ensure the confidentiality, integrity and availability of the Shire's ICT systems and data	<p>Lack of established guiding principles for all IT and software decisions</p> <p>Lack of standard Change Management Process for all core system and process changes</p> <p>Lack of integration within business units to develop better system functional knowledge</p> <p>Insufficient funding / budgetary constraints</p> <p>Lack of staff with specialised skills (contract management, service management)</p> <p>Rapid industry evolution of best practices</p> <p>Increasing levels of service and expectation</p>	<p>Impact on organisational performance and efficiency (e.g. Security risk, organisational inefficiencies, evolution to digital practices), Financial sustainability, Reputational (e.g. impacts on customer service delivery, data integrity, digital</p>	<p>1. Network Security</p> <p>2. Remote Access</p> <p>3. Firewall Management</p> <p>4. Privileged Access Rights</p> <p>5. Payroll File Security and Human Resources Security</p> <p>6. Monitoring of Security Event Logs (Security Information &amp; Event Management (SIEM) tool)</p> <p>7. Management of Technical Vulnerabilities</p> <p>8. Endpoint Protection</p> <p>9. ICT Governance Committee</p> <p>10. Policies for Information Security</p> <p>11. Information Risk Management</p> <p>12. ICT Strategic Plan</p> <p>13. IT Disaster Recovery Planning IT Disaster Recovery Plan</p>	Adequate	Organisational Performance, Reputation, Financial	MODERATE	POSSIBLE	MODERATE	No - Improvement required	Director Corporate Services	1. Implement the management actions from the ICT General Controls Audit Report 2023 (ARG016/08/23).	30 September 2024 30 June 2026	In Progress	Strategic Risk Register			

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	Compliance	Controls	Risk Rating						Action	Target Date	Status	Integrated Planning and Reporting Link	
								Control Rating	Consequence Category	Consequence Rating	Likelihood Rating							Level of Risk
	Thrive				expectations)	Control	14. Information Security Incident Management Plan 15. Change Management (Framework for ICT) 16. Separation of Environments 17. Information Security Awareness Program 18. Access Management 19. Cloud Management 20. Business Continuity Planning 21. Backups 22. Identity Management 23. ICT Infrastructure and audit at all sites (Comms cabinets and cabling, physical security of ICT equipment, UPS Systems, air-conditioning) 24. Technical Network Documentation, Network Monitoring and Internet Content Filtering 25. Phone system, printers and mobile device management 26. Australian Cyber Security Centre Essential Eight								2. Review of ICT department resources to implement findings of the ICT General Controls Audit Report 2023 (ARG016/08/23).	31-July-2024	● In Progress ● Complete	Strategic Risk Register
													3. Develop a Cloud Migration Strategy to assist with mitigation of the length of time to recover all systems in the event of a disaster	31-March-2025	● In Progress	Strategic Risk Register		