







Risk Ref No	Strategic Objective	Risk Identification & Analysis					Risk Assessment					Acceptability (refer Risk Appetite)	Risk Owner	Risk mitigation strategies (to further lower the risk rating if required)				
		Context	Risk Description	Causes	Consequences	Controllability	Controls	Control Rating	Consequence Category	Consequence Rating	Likelihood Rating			Level of Risk	Action	Target Date	Status	Integrated Planning and Reporting Link
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 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, Jarrahdale Bridle Trail Development – Concept Plan, Masterplan for Equine Trails, Jarrahdale Oval Recreation Space and Trail Head Master Plan 21. Community Infrastructure Development Contribution Plan	Adequate	Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Director Community Engagement	3. Byford Skate Park (Construction of Stage 2)	tbcc once clearing permit is obtained	In progress	Engineering Service Team Plan
															4. Keirnan Park Recreation Precinct (Construction of Stage 1A)	31 December 2025	In progress	Major Projects Delivery Service Team 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	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) including a Vulnerable Communities Plan 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	POSSIBLE	MODERATE	No - Improvement required	Director Community Engagement				
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 15. Implementation of agreed high risk actions related to Bushfire Brigades (ARG009/02/22).	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 March 2024	In Progress	People, Development and Wellbeing Service Team Plan
														6. Undertake an internal WHS audit on the Safety Management System.	31-May-2024	In Progress		
														8. Delivery of the works outlined on the Corrective Action Register	30-March-2024	In Progress		
16	Progressive	Capital Projects	Failure to deliver major capital projects at quality and within budget	Current market conditions: - Inflation resulting in cost increases - Supply-side constraints elevating prices for raw materials. - 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  Unrealistic timelines from funders  Capacity of the organisation to take on change	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)	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	Director Corporate Services	2. Explore opportunities to deliver major projects in partnership (e.g. with other local governments)	30-June-2024	In Progress	Corporate Business Plan
															3. Embed and enhance the Project and Contract Management Framework tools to strengthen Project Maturity.	30-June-2024	In Progress	Governance Service Team Plan
															4. Implement Investment Prioritisation and Optimisation	31-January-2025	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
															17	Progressive	ICT Internal Control	Inadequate policies, procedures and activities to ensure the confidentiality, integrity and availability of the Shire's ICT systems and data
														2. Review of ICT department resources to implement findings of the ICT General Controls Audit Report 2023 (ARG016/08/23).	30-April-2024	In Progress	Strategic Risk Register	