Shire of Serpentine Jarrahdale Strategic Risk Register - Updated February 2022

Risk Identification & Analysis								Risk Assessment							Risk mitigation strategies (to further lower the risk rating if required)			
								Risk Rating										
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	Integrated Planning and Reporting Link
1	Progressive	Culture	Culture and values not aligned to organisational outcomes and priorities	Lack of a defined and shared culture and values across the organisation Change management and associated conflicts Leadership and staff turnover Failure to embed organisational value in decision-making; Poor communication of desired culture; Failure to ensure good communication / engagement / collaboration across the organisation;	Impact on performance, Reputation damage, Community impact	Partially Controllable	1. Administration Office Accommodation Reference Group 2. Employee Relations 3. Employee Benefits 4. Biennial Staff Survey 5. Communication - Management and EMG Meetings, Directorate Meetings, CEO Catch Up, Staff Newsletters 6. SharePoint / Intranet (Grapevine) 7. Organisational Development Roadmap (includes Strategic Workforce Plan) 8. E-Recruitment OneComm Module 9. Organisational Management (Licencing) 10. Assessment / review of exit interviews	Adequate	Organisational Performance, Reputation, Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Deputy CEO / Director Community and Organisational Development	2. Implement the following OneComm modules: Training Talent and Succession Part One Talent and Succession Part Two	30 November 2022 30 June 2022 30 April 2023	In Progress In Progress Not Started	Human Resources Service Team Plan
															3. Review the organisational vision and values	30-December-2022	Not Started	Corporate Business Plan / Organisational Development Roadmap
															5. Review the Employee induction process and implement improvements	30-December-2022	In Progress	Human Resources Service Team Plan
2	Progressive	Organisational Workforce	Inability to attract and retain a quality workforce	Ineffective management of change fatigue / legacy culture (internally); Staff accommodation issues Unfavourable working conditions compared to other shires/LGs and local employers; Excessive volume of work; Poor organisational morale; Failure to align organisational structure with plans ('optimal'); Insufficient resources to undertake the volume of new works as a result of growth, grants, stimulus and election promises. Insufficient resources to meet recruitment demand	Impact on performance, Staff turnover	Partially Controllable	1. Organisational Development RoadMap (includes Strategic Workforce Plan) 2. Administration Office Accommodation Reference Group 3. Stay abreast of industrial relations landscape and change 4. Employee wellbeing program 5. Work from home option 6. Office and Depot Accommodation Feasibility Plan 7. Election outcomes are incorporated within the Corporate Business Plan to ensure these commitments are adequately resourced 8. Flexible Work BoP 9. Staff Recognition and Reward Program 10. Review of parity of salaries across the organisation	Adequate	Organisational Performance	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	2. Develop an Employee Value Proposition	30-June-2022	In Progress	Corporate Business Plan / Organisational Development Roadmap
															3. Review the performance appraisal system	30-June-2022	In Progress	Human Resources Service Team Plan
															7. Implement the new office accommodation plan	30-June-2023	In Progress	Corporate Business 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 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 (adopted July 2021)	Adequate	Financial	MAJOR	UNLIKELY	MODERATE	Yes - within appetite	Director Corporate Services	1. Progress developer contribution plans (DCP's for Byford and Mundijong - amendment schemes 208 and 209)	30 April 2022 (subject to external third party approval - WAPC)	In Progress	Strategic Risk Register
															2. Investigate routine reporting to Council on the status of grant funded works	30-June-2022	In Progress	Strategic Risk Register
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	30 June 2022 (subject to external third party approval - WAPC)	In Progress	Strategic Risk Register
															3. Undertake community consultation and complete the new local heritage survey	30 June 2022 (subject to Council approval)	In Progress	Strategic Planning Service Team Plan
															4. Finalise developer contribution plans for Byford and Mundijong	30 April 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	Adequate	Organisational Performance, Financial	MAJOR	UNLIKELY	MODERATE	No - Improvement required	Director Corporate Services	1. Automation and improvement of Asset module within OneComm (Asset Maturity Project)	30-December-2023	In Progress	Corporate Business Plan
															4. Policy/procedure review schedule and process across the Shire including consideration of a document control system	30-June-2022	In Progress	Governance Service Team Plan

Shire of Serpentine Jarrahdale Strategic Risk Register - Updated February 2022

Risk Identification & Analysis							Risk Assessment							Risk mitigation strategies (to further lower the risk rating if required)			
							Risk Rating										
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	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	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	Adequate	Reputation, Financial, Environment	CATASTROPHIC	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Development Services	2. Prepare bush fire management plans for all outstanding shire reserves and a schedule of implementation works in accordance with management plans	31-December-2022	In Progress	Strategic Planning Service Team Plan and Emergency Services Service Team Plan
															10. Implement the program of works according to the 2021-22 Mitigation Activity Funding Project List	30-June-2022	In Progress	Emergency Services Service Team Plan
															11. Record all permits to burn issued by the Shire and ensure community safety team regulate the enforcement of conditions placed on these permits	30-June-2022	In Progress	Strategic Risk Register
															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.	30-April-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	Strategic Risk Register
															14. Prepare the 5 year Reserve (Natural Area Reserves) management plan for Council consideration.	30-June-2023	In Progress	Strategic Risk Register
															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	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 function 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	Adequate	Environment, Reputation, Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Development Services	5. Research and report to Council on options for a Climate Change action plan for the Local Government	31-December-2022	In progress	Strategic Planning Service Team Plan
															7. Implementation of FOGO	30-June-2023	In progress	Corporate Business Plan
															8. Investigate use of recycled material for road construction	30-June-2023	Not Started	Strategic Risk Register
															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-2022	Not Started	Strategic Risk Register
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 including capturing all gifted 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	Inadequate	Social / Community Outcomes, Physical (Health and Safety) Impacts, Reputation, Financial	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Director of Infrastructure Services	2. Undertake Asset Rationalisation	30-June-2022	In progress	Corporate Business Plan
															3. Develop a Bridge Asset Register and Management Plan	30-June-2022	In progress	Finance Service Team Plan / Asset Management Strategy
															4. Begin implementing the condition survey program for each asset class	30-June-2022	In Progress	Finance Service Team Plan / Asset Management Strategy
															5. Asset Maturity Project	30-December-2023	In progress	Corporate Business Plan
															6. Implement a process for the acceptance of state government land management orders to ensure these reserves are adequately maintained	31-December-2022	In Progress	Strategic Risk Register
															7. Implement a 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	30-June-2022	In Progress	Strategic Risk Register
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-June-2022	Not Started	Executive Services Service Team Plan
															3. Explore opportunities for alliances with north and west local government groupings	30-June-2022	In Progress	Executive Services Service Team Plan
10	Progressive	Stakeholder management	Failure to manage stakeholder expectations (State and Federal govt. / 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	Adequate	Strategic Stakeholder Relationships	MAJOR	UNLIKELY	MODERATE	No - Improvement required	CEO	1. Stakeholder matrix / management plan	30-June-2022	In progress	Executive Services Service Team Plan

Shire of Serpentine Jarrahdale Strategic Risk Register - Updated February 2022

Risk Identification & Analysis							Risk Assessment					Acceptability (refer Risk Appetite)	Risk Owner	Risk mitigation strategies (to further lower the risk rating if required)			
							Risk Rating										
Risk Ref No	Strategic Objective	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
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	1. Communications strategy; 2. Newly designed website 3. Communication plans for all major projects 4. Biennial Community Perceptions Survey 5. Ensure strong communication and the understanding of expectations of all parties in relation to major projects - management of projects include Project Team meetings (including comms/engagement); 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. Online Engagement Platform Your Say SJ 10. IAP2 engagement methodology and training	Adequate	Organisational Performance, Reputation, Social/ Community Outcomes	MODERATE	POSSIBLE	MODERATE	No - Improvement required	Deputy CEO / Director Community and Organisational Development	3. Consult with Council to ascertain mitigation strategies for the community engagement risk and detail these on the register once known	30-June-2022	In Progress	Strategic Risk Register
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	Adequate	Social / Community Outcomes	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	CEO	3. Trails Planning (Masterplan for Equine Trails and a Design and Implementation Plan for the Mounts Track Loop)	31-March-2022	In Progress	Strategic Risk Register
															6. Masterplan of Trails Centre at Lot 814 Jarrahdale Road, Jarrahdale	30-June-2023	Not Started	Corporate Business Plan
															7. Heritage Park Business Case	30-June-2022	In Progress	Corporate Business Plan
															8. Jarrahdale Equine Trails Network Concept Plan	31-March-2022	In Progress	Corporate Business Plan
															9. Jarrahdale Oval Master Plan	30-June-2022	In progress	Corporate Business Plan
															10. Investigate the commercial feasibility of developing LOT 814, Jarrahdale to support the Jarrahdale Trail Town Initiative	30-June-2022	Not Started	Corporate Business Plan
															11. In collaboration with the East Metropolitan Health Service, deliver the Byford Health Hub.	31-December-2025	In progress	Corporate Business Plan
13	People	Desirable place - Vibrant community in a rural setting	Failure to be a desirable destination to live	Insufficient / lack of local community services (Govt. / NFPs) to meet increasing/changing needs; Insufficient facilities / amenities to meet community needs; Lack of services that meet the full range of community cohorts (e.g. young people through to seniors) Lack of opportunities for social connection in community Insufficient funding; Lack of cohesion in an increasing multi-cultural community Failure to effectively manage community growth Lack of value for money Unaffordable living costs Diminishing the rural character Inadequate telecommunication technology (internet, mobile) Inadequate transportation in and out of the shire (including public transport options and private transport options e.g. safe roads) Lack of comparative/competitive advantage Inefficient / cumbersome planning system Poor marketing / failure to establish desirable reputation	Community impact; Violence and unrest; Illegal activity	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. Mundijong Library 9. Recreation Centre and other sporting and community facilities 10. Club Development Program 11. Youth Team and Activities 12. Continue relationships / engagement with NFPs/Go to attract them to operate from our space 13. Resourced implementation of community priorities e.g. Corporate Business Plan, Long Term Financial Plan 14. State partnership relating to Metronet and Tonkin highway transport infrastructure 15. Controls on Risk 8 - Asset Management 16. Utilise community facilities as spaces for service providers to operate from locally 17. Byford Health Hub Business Case and $30.6M State Government Commitment	Inadequate	Social / Community Outcomes, Reputation	MAJOR	POSSIBLE	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	1. Develop Libraries Strategic Plan outlining lifelong learning and social connection and the plans for a new library premise in Byford	30-June-2023	Not Started	Corporate Business Plan
															2. Develop a Community Activation Strategy and action plan	30-June-2022	In Progress	Corporate Business Plan
															6 Equine Facility Masterplan	31-July-2022	In Progress	Strategic Risk Register
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 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	Adequate	Organisational Performance, Social / Community Outcomes	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	7. Review internal processes for managing COVID risk in the workplace including the Council Policy. Continue to amend processes as matters progress.	21-February-2022	In Progress	Strategic Risk Register
15	Progressive	Employee 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	Inadequate	Physical and Psychological Impact, Financial (Operational), Organisational Performance	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	Deputy CEO / Director Community and Organisational Development	3. Undertake recommended due diligence for bush fire brigade volunteers in light of upcoming WHS reforms	28-February-2022	In Progress	Strategic Risk Register
															4. Review Work Health and Safety review and gap analysis with OSH Committee and Executive Management Group to determine final actions, resources and planning. Present the findings to Council and place final actions on the risk register	30-April-2022	In Progress	Strategic Risk Register
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 - 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	Fully Effective	Psychological Impact, Financial (Operational), Organisational Performance, Reputation, Strategic Stakeholder Relationships	Moderate	ALMOST CERTAIN	HIGH	Yes (subject to Council adoption)	CEO	1. Ensure the review of the Corporate Business Plan has a particular focus on the timing of major projects cognisant of current market factors	31-July-2022	In Progress	Strategic Risk Register
															2. Explore opportunities to deliver major projects in partnership (e.g. with other local governments)	31-December-2022	Not Started	Strategic Risk Register