



Audit, Risk, and Improvement Committee Meeting

Attachments

**Harvey Council Chamber
Tuesday, 14 July 2026
2PM**

Audit, Risk and Improvement Committee Agenda - July 2026

Attachments

8.1. Audit Regulation 17 Quarterly Report – Quarter Four 2025–2026	2
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Area Identified		Risk Rating	Initial Comments	Q1 Comments	Q2 Comments	Q3 Comments	Q4 Comments	Status
Risk Management Policies and Procedures	No existing policy or procedure concerning environmental risk, fraud or misconduct and specimen signatures for Officers with delegated authority.	Medium	Some of these recommendations are currently being addressed, a procedure is being developed for the specimen signature and the Local Emergency Plan was presented at the last LEMC meeting, which was held on Monday, 12 June 2023. The remaining documents within the recommendation will be considered and reviewed within the calendar year.	N/A	N/A	N/A	N/A	Completed
	Code of Conduct for employees; does not specify the next scheduled review date			N/A	N/A	N/A	N/A	Completed
	Code of Conduct for Council Members, Committee Members and Candidates; does not specify the next scheduled review date.			N/A	N/A	N/A	N/A	Completed
	Local Emergency Recovery Plan; the 2017 plan states that a full review was required by 2022 - potentially out of date.			N/A	N/A	N/A	N/A	Completed
	Bush Fire Management Plan 2020–2025; the plan refers to AS/NZS ISO 31000:2009, this has been replaced with a 2018 version.			N/A	N/A	N/A	N/A	Completed
	Corporate Business Plan 2022–2026; page 65 of the plan refers to AS/NZS ISO 31000:2009, this has been replaced with a 2018 version.			N/A	N/A	N/A	N/A	Completed
	All halls – Hire of Chairs and Other Equipment; last revised 15 December 2015 - potentially out of date.			N/A	N/A	N/A	N/A	Completed
	Corporate Credit Card Policy; last revised 22 January 2019 - potentially out of date.			N/A	N/A	N/A	N/A	Completed
Tender Management	All tender documentation be completed in full and retained (tender coversheet).	Medium	The Shire has recently increased the service provision to this area and will continue to work on both the compliance and best practice recommendations provided from both this Audit and the Procurement Audit that was completed in 2021.	N/A	N/A	N/A	N/A	Completed
	A formal risk management process be developed to ensure risks are documented and considered when drafting the "Request for Tender" documentation for projects exceeding a certain dollar value or considered to be high risk.			N/A	N/A	N/A	N/A	Completed
	Ensure tender application evaluators are each signing off on their own standardised written evaluation assessment, and evaluation panel members be required to provide a conflict of interest declaration.			N/A	N/A	N/A	N/A	Completed
	A formal tender/project review process be developed for projects exceeding a certain dollar value or considered to be high risk.			N/A	N/A	N/A	N/A	Completed
Contract Management	Introduction of a contract management framework.	Medium	Contract management is the responsibility of each individual Manager, and the Shire does not have sufficient resources to designate one specific Officer to oversee contract management. The Shire will develop an Organisational Directive which outlines procedures in relation to Contracts and can discuss the maintenance of the register with the Information Services Business Unit to ensure a more detailed centralised register is maintained.	Officers are in the process of creating a Contract Management Framework which will capture the requirements and process of Contract Performance Reviews.	The Shire has progressed the establishment of a designated Officer responsible for contract management and has reallocated part of its existing service delivery within the Governance Business Unit to support this function. This will expand and strengthen the current contract administration capability. The Shire has also completed an audit of its leases and developed a centralised data resource that provides a comprehensive system for managing lease information and notifications. This framework will be extended to other contract information on an interim basis while the Shire progresses the ERP Project.	N/A	The Shire has completed the upload of all Contractors into the Altora Database. The Altora program captures all the Contractors insurances ensuring that they are compliant and will issue reminders when they are due to expire.	In Progress
	Create a more centralised contracts register			N/A	N/A	N/A	N/A	Completed
	Implement Contract Performance reviews			N/A	N/A	N/A	N/A	Completed
	Introduce a system that notifies Officers when insurances are close to expiry for Shire Contractors			N/A	N/A	N/A	N/A	Completed
	Designate one employee to oversee contract management.			N/A	N/A	N/A	N/A	Completed
Lease Management	A formal procedure be implemented to monitor lessee compliance with terms and conditions of the Shire's leased properties and that the lease register be updated where necessary.	Medium	The recommendations are acknowledged from the audit and the following are currently in the initial stages of being developed with a timeline of being completed by the end of 2023: • The Shire has reviewed the procurement service area which has allowed for additional resources to leasing to ensure that compliance obligations of leases can be met. • An updated Community Lease Policy was adopted in April 2023 which includes an appendix that outlines clear obligations of the Shire and the Lessee. • A spreadsheet is being created that includes all relevant information from each lease. Once this has been developed the spreadsheet will appear as the register on the Shire's website. ◦ The spreadsheet will include a provision for invoices to be raised in accordance with the terms of the lease. • Insurance certificates are currently being diarised through the Information Management System and followed up by the Lessee. • The agreement for the Harvey Multi-Purpose Health Care Centre will be researched and if the agreement can be updated this will be completed. This development is expected to be formalised as a matter of priority given the urgent compliance that is required to be adhered to in the near future.	N/A	N/A	N/A	N/A	Completed
	A completeness review should be undertaken to ensure all Council properties under lease or management orders are recorded and conditions of the property noted with action/responsibilities of all parties clearly stated.			N/A	N/A	N/A	N/A	Completed
	A system should be introduced to notice when lease insurances are due to expire and that an invoice be created for annual lease fees including peppercorn.			N/A	N/A	N/A	N/A	Completed
	The arrangement for the Harvey Multi-Purpose Health Care Centre agreement was outdated and had no expiry date. The agreement's insurance was required to be updated with current information.			N/A	N/A	N/A	N/A	Completed
Grant Funding Plan	Consideration should be given to a holistic grant-funding summary plan with funding agreement and reporting timelines.	Medium	Although the Shire authorises responsibility on each Officer to oversee the process of each grant application applied for, the Shire has recently employed a Grants Officer whose role is specifically to ensure the implementation of this recommendation.	N/A	N/A	N/A	N/A	Completed
Software/Application Review	That the Shire implement a pre-determined review to check for applications that are no longer in use or used infrequently.	Low	Shire Officers conduct a review each year as part of the yearly budget process and a software/application will be cancelled if it is no longer being utilised. In addition to the current process, the Information Services Business Unit will implement a yearly schedule for a more in-depth review with users of the software/application.	N/A	N/A	N/A	N/A	Completed
Compliance Calendar	That the Shire create a centralised Compliance Calendar that can be accessed and utilised by individual Officers as required.	Low	A Compliance Calendar is currently being compiled and will include compliance items from the Local Government Act 1995. Once this Calendar is finalised administration intends to include other compliance items from various legislations that are specific to certain Business Units. The initial Calendar is expected to be finalised for use by December 2023.	N/A	N/A	N/A	N/A	Completed

Audit Committee	It is recommended that quarterly risk reports be presented to the Audit Committee.	Medium	Risk reports have been agreed to be presented to the Audit Committee quarterly. It is the intent of the administration to present the status of actions tabled from the Regulation 17 Audit and the Procurement Audit at each Audit Committee Meeting. Compliance standing items can be added to the Audit Committee Agenda should that be the request of the Committee.	N/A	N/A	N/A	N/A	Completed
	Consideration should be given to including standing items on the agenda to update the actions previously tabled and agreed or regarding the effectiveness of compliance at the Shire.			N/A	N/A	N/A	N/A	Completed
Internal Audit	The Shire does not have a formal documented internal audit program in place, it is therefore recommended that an internal audit function be established incorporating an internal audit program which is re-assessed annually, in line with the Department of Local Government, Sport and Cultural Industries.	Low	An internal audit function is considered best practice; however, this would require additional resources which the Shire is unable to allocate at this time. A report will be presented to Council to consider the best practice guidelines written by the DLGSC regarding a formal documented internal audit program.	This process is an in-depth analysis and will require a significant amount of time and resources to complete adequately. The second tranche of the Local Government Act 1995 reforms being introduced focuses on good governance and decision-making at council and committee meetings. Audit Committees will be revised as "Audit, Risk and Improvement Committees" (ARICs). ARICs must have an independent presiding member to provide a level of neutrality and impartial oversight in chairing these meetings. The introduction of an independent presiding member may also benefit local government operations by appointing a chair with risk and financial management expertise that may otherwise be unavailable. Given the change to the ARICs, Shire Officers recommend putting this action on hold until the reforms are enacted, and an independent presiding member is elected.	No Change to previous comment.	No Change to previous comment.	No Change to previous comment.	On Hold



Strategic Risk Quarterly Report 2025-2026

Quarter Four

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Our vision

Together, towards an even better lifestyle.

Our values

- Effective stewardship of our environment and heritage
- Strong leaders and fair decisions
- Effective communication and cooperation
- A safe community that has a strong community spirit and sense of belonging
- Our heritage — acknowledging our history in creating our future.

The Shire of Harvey acknowledges the Traditional Custodians of the land and their continuing connection to the land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past and present.



Roles and Responsibilities

The Shire of Harvey (Shire) exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. We will strive to achieve the community vision, outcomes and objectives by delivering, partnering and advocating for facilities, infrastructure and services to meet local needs.



The Shire is responsible for asset management, compliance and service delivery in accordance with Local Government regulations or as endorsed by Council.



Asset Management

The Shire maintains, upgrades and operates various public assets, including:

- Local roads
- Footpaths, trails, cycleways
- Lighting
- Stormwater infrastructure
- Community buildings and public toilets
- Parks and playgrounds
- Sporting reserves
- Streetscapes
- Shire buildings, vehicles and equipment



Compliance

The Shire ensures compliance with local regulations, policies and by-laws relating to:

- Planning services
- Heritage services
- Universal access and inclusion
- Ranger services
- Waste management
- Environmental health services



Service Delivery

The Shire delivers a wide range of services to meet community needs, including:

- Community development
- Reconciliation action
- Sport and recreation
- Art and culture
- Library services
- Museum services
- Place activation
- Tourism
- Community engagement
- Customer service
- Volunteer support services
- Child care

 Partner

Council builds strategic partnerships with Australian and State Government agencies, non-governmental organisations, the private sector and others whose work contributes to delivering the community vision and objectives.

**Australian Government**

The Australian Government plays a central role in managing national affairs and addressing issues that impact the country, including:

- Indigenous affairs
- Foreign affairs
- Immigration
- Defence
- Welfare programs
- National infrastructure
- Medicare
- Economic regulation
- Education: tertiary
- Environmental protection
- Emergency management

**State Government**

The Government of Western Australia addresses state-wide issues and needs, including:

- Police, law and order
- Public housing
- Hospitals
- Public health
- State roads
- Public transport
- Economic development
- Tourism
- Education: primary, secondary and vocational
- Land use planning
- Community services
- Emergency services

**Other Partners**

Council collaborates with a range of other stakeholders to address community needs:

- Regional Development Commission
- Neighbouring Councils
- Industry and peak bodies
- Local businesses
- Non-government organisations
- Environmental groups
- Community groups
- Cultural groups
- Sporting clubs
- Event organisers
- Funding bodies

 Advocate

The Shire gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and private industry to bring about the best outcomes for our community.

Strategic Risk Management

The Shire applies a structured and proactive approach to risk management in alignment with AS ISO 31000:2018 – Risk Management Guidelines. Strategic risks are defined and assessed in accordance with the Shire's Risk Management Framework (the Framework), which supports the identification, analysis, and treatment of risks that may impact the achievement of organisational objectives.

The risk areas presented in this document reflect those outlined in the Framework and have been tailored to the Shire's unique operating environment. For each strategic risk, high-level mitigations have been developed and are actively implemented and monitored. These mitigations are informed by the Shire's Long-Term Financial Plan, Asset Management Plans, Workforce and Diversity Plan, and other integrated planning documents.

The Shire is committed to maintaining risk exposure within tolerable levels through continuous review, capacity-building, and integration of risk-based thinking across all operations, services, and strategic initiatives. As part of this commitment, the Shire will continue to monitor and report on risks that may affect the achievement of its Strategic Objectives, as well as changes to the strategic risk profile defined within the Framework.

The Risk Themes below are taken from the Shire's Risk Management Framework and represent the Shire's contributing risks to achieving the Shire's Strategic objectives.

Strategic Risk Theme	Description
Business and Community Disruption	Business and community disruption is the failure to adequately prepare and respond to events that cause disruption to the local community and / or normal Shire business activities. The event may result in damage to buildings, property, plant, and equipment (all assets).
Errors, Omissions, Delays	Errors, omissions or delays in operational activities are a result of unintentional errors or failure to follow due process.
External Theft and Fraud (including Cyber Crime)	External theft and fraud (including cyber crime) is the loss of funds, assets, or data, or unauthorised access, (whether attempts or successful) by external parties, through any means (including electronic).
Failure to Fulfil Compliance Requirements	Failure to fulfil compliance requirements is the failure to correctly identify, interpret, assess, respond, and communicate laws and regulations as a result of an inadequate compliance framework. This could result in fines, penalties, litigation or increased scrutiny from regulators or agencies.

Strategic Risk Theme	Description
Failure of IT and/or Communications Systems and Infrastructure	Failure of IT and/or communications systems and infrastructure is the instability, degradation of performance, or other failure of IT Systems, Infrastructure, Communication or Utility causing the inability to continue business activities and provide services to the community.
Inadequate Asset Sustainability Practices	Inadequate asset sustainability practices is the failure or reduction in service of infrastructure assets, plant, equipment, or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated lifecycle from procurement to maintenance and ultimate disposal.
Inadequate Document Management Processes	Inadequate document management processes is the failure to adequately capture, store, archive, retrieve, provision and / or disposal of documentation.
Inadequate Engagement Practices	Inadequate engagement practices is the failure to maintain effective working relationships with the Community (including Local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This invariably includes activities where communication, feedback and / or consultation is required and where it is in the best interests to do so.
Inadequate Environment Management	Inadequate environment management is the inadequate prevention, identification, enforcement, and management of environmental issues.
Inadequate Project / Change Management	Inadequate project / change management is the inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time requirements or scope changes.
Inadequate Supplier / Contract Management	Inadequate supplier / contract management is the inadequate management of External Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management and monitoring processes. This also includes concentration issues and vendor sustainability.
Inadequate Work Health and Safety Practices	Inadequate work health and safety practices is the non-compliance with the Work Health and Safety Act 2020, associated regulations, and standards. It is also the inability to ensure the physical security requirements of workers, contractors, and visitors.

Strategic Risk Scenarios Explained

Pillars and Objectives

The Council Plan 2025–2035 highlights 23 key objectives of the Shire of Harvey. The 23 objectives are grouped into strategic Pillars: People, Planet, Place, Prosperity and Performance.

The Strategic Risk Scenarios are based off the failure to deliver on the 23 key risk objectives of the Council Plan 2025–2035.

The following section of the report contains details on how the Strategic Risk Scenarios are mitigated and rated.

Under the following headings:

- **Risk Themes:**
List of applicable strategic risks.
- **Mitigating Service Outputs/Service:**
List of applicable services the shire provides as per the Shire of Harvey's Service Plans 2025–2026.
- **Service Area Risk - Mitigating Outputs:**
Applicable outputs of each service that work to mitigate the Risk Scenario.
- **Comments for Quarter:**
A Summary comment followed by commentary provided specific to the service.



Strategic Risk Scenarios

Scenario - 1	Failure to create a community where people feel safe.
Scenario - 2	Failure to facilitate healthy and active communities.
Scenario - 3	Failure to grow participation in arts, culture and creative activities.
Scenario - 4	Failure to support people through all stages of life.
Scenario - 5	Failure to ensure equitable access to local services, facilities and places.
Scenario - 6	Failure to value and celebrate cultural diversity.
Scenario - 7	Failure to manage and protect natural habitats and ecosystems.
Scenario - 8	Failure to facilitate climate action and responsible use of natural resources.
Scenario - 9	Failure to manage waste sustainability.
Scenario - 10	Failure to enhance natural disaster and emergency management.
Scenario - 11	Failure to increase access to diverse and affordable housing.
Scenario - 12	Failure to enhance the appearance of public spaces and streetscapes.
Scenario - 13	Failure to protect and preserve places with heritage or cultural significance.
Scenario - 14	Failure to ensure parks and playgrounds are vibrant, accessible and well maintained.
Scenario - 15	Failure to ensure shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.
Scenario - 16	Failure to facilitate safer, connected, well-maintained roads, paths and cycleways.
Scenario - 17	Failure to position the shire as a tourist destination of choice.
Scenario - 18	Failure to grow the network of scenic and adventure trails for walking, cycling, paddling and horse-riding.
Scenario - 19	Failure to facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.
Scenario - 20	Failure to create a business-friendly environment to support and attract investment, competition and productivity.
Scenario - 21	Failure to continue to deliver proactive and responsible leadership and governance.
Scenario - 22	Failure to continue to deliver customer-centred service, communication and engagement.
Scenario - 23	Failure to build partnerships and work collaboratively to amplify positive outcomes that can be achieved.

Risk Reporting Explained

The Strategic Risk – Quarterly Report is designed to provide information on the progress and milestones of risk mitigation activities and treatment plans in the Shire's Strategic Risk Register.

From Quarter 1 2025–2026, the Strategic Risks have moved to be inline with the Shire of Harvey Council Plan 2025–2035.

Risk Rating

The perceived risk rating after the application of risk treatments, calculated by the consequence x likelihood.

Low	Risk is acceptable with adequate controls, managed by routine procedures.
Moderate	Risk is acceptable with adequate controls, managed by specific procedures.
High	Risk is acceptable with excellent controls, managed by Executive Leadership Team.
Extreme	Risk is only acceptable with excellent controls and all treatment plans implemented.

Control Rating

The effectiveness and efficiency of actions taken to manage the risk.

Excellent	Doing more than would reasonably be expected under the circumstances.
Adequate	Doing what would reasonably be expected under the circumstances.
Inadequate	Doing less than would reasonably be expected under the circumstances.

Mitigating Service Outputs

Actions, deliverables or treatments undertaken to reduce likelihood or consequence. These service outputs are derived from the current Shire of Harvey Service Plans.

Risk Rating

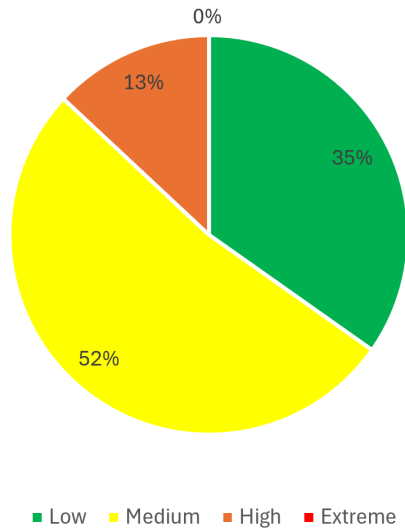
The risk rating achieved after the application of risk treatments, calculated by the updated consequence x updated likelihood.

Quarterly Comment

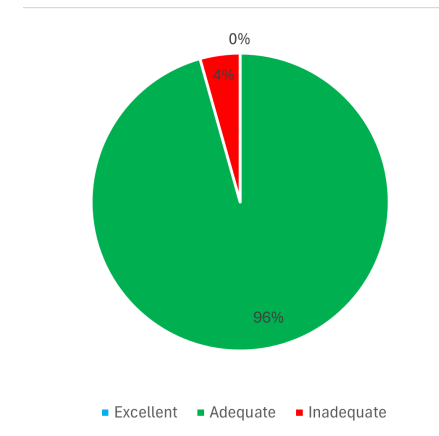
A summary comment on the status of the risk, followed by applicable comments grouped by mitigating services.

Risk Summary

Residual Risk Rating	Description		% of Total
Low	Risk is acceptable with adequate controls, managed by routine procedures.	8	35%
Moderate	Risk is acceptable with adequate controls, managed by specific procedures.	12	52%
High	Risk is acceptable with excellent controls, managed by Executive Leadership Team.	3	13%
Extreme	Risk is only acceptable with excellent controls and all treatment plans implemented.	0	0%
Total		23	100%



Control Rating	Description		% of Total
Excellent	Doing more than would reasonably be expected under the circumstances.	0	0%
Adequate	Doing what would reasonably be expected under the circumstances.	22	96%
Inadequate	Doing less than would reasonably be expected under the circumstances.	1	4%
Total		23	100%





People

Outcome:

A safe, accessible and connected community where everyone has the opportunity to contribute and belong.





Scenario 1: Failure to create a community where people feel safe

Risk Themes

Business and Community Disruption	Failure of IT and/or Communications Systems and Infrastructure	Failure to Fulfil Compliance Requirements
Ineffective Employment Practices	Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices
Inadequate Engagement Practices	Inadequate Work Health and Safety Practices	

Mitigating Service Outputs

Service	Mitigating Outputs
Information and Communication Technology Management	• Business Disruption and Continuity Planning. • Maintain and test Business Continuity and Disaster Recovery Plans. • Ensure systems, data and communication pathways are resilient to outages or disasters. • Lead response coordination for IT-related disruptions. • Operate and maintain the Shire's public and facility-based CCTV systems. • Manage hardware, software, network services, and cyber security.



Scenario 1: Failure to create a community where people feel safe

Community Development

- Implementation of the Community Safety and Wellbeing Plan.
- Support for mental health, wellbeing, and social connection initiatives.
- Facilitation of community resilience, emergency preparedness, and recovery programs.
- Delivery of the Shire's Access and Inclusion Plan initiatives.

Civil Construction and Maintenance

- Road and traffic safety improvements based on local risk analysis.
- Footpath design and construction across priority areas.
- Annual capital works programs for roads, bridges, and paths.

Ranger Services

- Registration and renewal of dogs and cats in line with the Dog Act 1976 and Cat Act 2011.
- Regular patrols of public spaces, reserves, beaches, and known problem areas.
- Investigations and resolution of complaints related to animal behaviour, nuisances, illegal parking, or environmental concerns.
- Collaboration with emergency services on firebreak compliance and public safety during bushfire season.
- Seizure and impoundment of stray or aggressive animals, including operation of impound facilities.
- Monitoring of off-road vehicle use and enforcement of prohibited access zones.
- Community education programs (e.g. responsible pet ownership, fire safety).



Scenario 1: Failure to create a community where people feel safe

Risk Rating: Moderate

Comments for Quarter

The Shire continues to mitigate community safety risks through coordinated enforcement activities, community wellbeing initiatives, resilient Information and Communication Technology (ICT) systems, and targeted public infrastructure improvements. Collaborative efforts across Ranger Services, Community Development, ICT, and Civil Construction continue to reduce the likelihood of harm, promote community confidence, and enhance preparedness for emergency events. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, operating as expected and effectively maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Ranger Services:

Ranger Services continued to undertake proactive patrols of identified areas of concern, including public reserves, beaches, parks, and known hotspot locations, to deter unlawful behaviour and respond to community safety issues. The annual dog and cat registration renewal program was successfully completed, supporting compliance with the Dog Act 1976 and Cat Act 2011.

During the quarter, additional access control gates and regulatory signage were installed at identified problem locations to reduce unauthorised vehicle access and associated anti-social behaviour. Ranger Services also continued to investigate community complaints, undertake compliance activities, and provide community education to promote responsible pet ownership, environmental protection, and public safety.

Community Development:

The Community Development team continues to support community safety and wellbeing through implementation of the Community Safety and Wellbeing Plan and the Access and Inclusion Plan. Initiatives promoting mental health, social connection, and inclusion remain a focus, particularly for vulnerable and at-risk community members, contributing to improved perceptions of safety and community resilience.



Scenario 1: Failure to create a community where people feel safe

Information and Communication Technology Management:

ICT operations continue to mitigate strategic risks through established business continuity and cybersecurity measures. Disaster Recovery Plans are maintained and supported by offsite Datto backups, secondary backup systems, cloud failover capability, SD-WAN and wireless link redundancy, and generator/UPS protection at main sites, ensuring systems, data, and communication pathways remain resilient to outages and disaster events. Cybersecurity and privacy compliance continues to be managed through layered controls, monitoring, and staff training, with CCTV systems maintained securely.

During the quarter, the Cybersecurity Policy, Strategy and Plan 2026-2030 was adopted, introducing a suite of initiatives to further mitigate cybersecurity risks over the next four years. The Digital Transformation Strategy and Plan 2026-2030 was also adopted to guide the Shire in modernising its processes and reducing risks associated with outdated manual systems and processes, with a suite of initiatives to be delivered over the coming four years. Residual risks remain from potential extended power, hardware, or software disruption; however, these continue to be managed through existing redundancies. Overall ICT risk remains Moderate (9), with no significant factors currently impacting delivery of service outputs.

Civil Construction and Maintenance:

The capital works program continues to deliver road renewals and infrastructure improvements that support safer transport networks. Footpath inspections remain ongoing, with defects addressed as identified to minimise hazards. The 2025/26 capital works program has progressed through to the end of the financial year in line with the adopted program, supporting continued road renewal and safety improvements across the network.



Scenario 2: Failure to facilitate healthy and active communities

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Community Development	• Delivery of the Shire’s Access and Inclusion Plan initiatives. • Coordination of youth development programs, including school engagement and leadership initiatives. • Delivery of age-friendly and seniors programming in collaboration with community partners. • Support for mental health, wellbeing, and social connection initiatives.



Scenario 2: Failure to facilitate healthy and active

Public Gardens, Ovals and Streetscapes	• Consistent mowing and surface preparation of recreation ovals for seasonal sport. • Safety and condition audits of active and passive reserve infrastructure. • Playground maintenance and renewal. • Timely and effective response to maintenance requests from the public and sporting stakeholders.
Recreation and Leisure	• Delivery of aquatic services at Leschenault Leisure Centre, including lap swimming, leisure swimming, and swimming education. • Management of fitness centres, group exercise classes, and indoor sport programs across both facilities. • Coordination of sports competitions, court bookings, and seasonal user scheduling. • Facilitation of inclusive and age-specific programs, including early years, youth, seniors, and disability access initiatives. • Delivery of community wellbeing initiatives and promotion of active lifestyles.
Civil Construction and Maintenance	• Footpath design and construction across priority areas. • Road and traffic safety improvements based on local risk analysis.
Environmental Health	• Inspecting and licensing food and skin penetration premises. • Monitoring drinking water, recreational water, and wastewater systems. • Identifying and managing disease vectors (e.g., mosquitoes, rodents). • Support the development and implementation of the Public Health Plan, in alignment with the Public Health Act 2016.
Special Projects	• Develop project plans and business cases for minor capital works. • Produce design documentation and technical drawings for construction. • Administer contracts and oversee delivery of minor construction projects.



Scenario 2: Failure to facilitate healthy and active communities

Risk Rating: Moderate

Comments for Quarter

The Shire continues to promote healthy, active, and inclusive communities through the delivery of recreation, wellbeing, and public health programs. Collective efforts by Community Development, Recreation and Leisure, Public Gardens and Ovals, Environmental Health, Civil Construction, and Special Projects support participation, safety, and wellbeing across all ages and abilities. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, operating as expected and effectively maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Recreation and Leisure:

The Harvey Recreation and Cultural Centre (HRCC) continues to operate as a key community hub, providing gym and fitness facilities, function spaces, childcare services, and a broad range of sport, recreation, arts, and cultural programs that support community engagement and wellbeing. Consistency of service delivery for HRCC Outside School Hours Care (OSHC) remains dependent on access to qualified educators, with ongoing challenges relating to workforce availability, transport constraints, and the need for a longer-term dedicated childcare facility.

At Leschenault Leisure Centre (LLC), aquatic programs remain highly utilised and sports competitions continue at capacity, with court bookings performing strongly across weekdays and weekends. Recruitment and workforce stabilisation efforts have progressed following earlier staffing pressures, supporting more consistent operation of the aquatic facilities. A review of the LLC building and the development of a targeted maintenance and asset management plan continue to support long-term service delivery and facility sustainability.

Community Development:

The Community Development team continues to support healthy, active, and inclusive communities through delivery of Access and Inclusion Plan initiatives. Youth development programs promote leadership, engagement, and positive pathways, while age-friendly programming supports active ageing and social connection across the community.



Scenario 2: Failure to facilitate healthy and active communities

Special Projects:

Special Projects continues to manage delivery of minor construction works through established contract administration processes. Risks associated with design documentation, procurement, and contractor performance are managed through adherence to procedures, monitoring, and quality assurance processes.

Public Gardens, Ovals and Streetscapes:

Parks and reserves continue to be maintained through programmed mowing, oval preparation, and surface renovations, with safety inspections and maintenance activities remaining in place to support safe and functional public spaces. Sufficient measures continue to be implemented through project planning and procurement development phases to support ongoing service delivery.

Environmental Health:

Environmental Health services continue to operate effectively, with current outputs being achieved within existing capacity levels.

Civil Construction and Maintenance and Design and Development:

The team continues to deliver footpath and road improvement works identified in the budget, supporting safe and accessible infrastructure for the community, with works aligned to community feedback and planned infrastructure priorities. A number of Development Applications for major subdivision projects remain in progress, including provision of public open space, active recreation areas, and supporting infrastructure such as pathways, drainage, and engineering controls, contributing to connected, accessible, and active communities. Recruitment of key property maintenance positions further strengthens capacity to support asset management planning and improve long-term maintenance outcomes across community facilities.



Scenario 3: Failure to grow participation in arts, culture and creative activities

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Community Development	• Support for Aboriginal community engagement and Reconciliation Action Plan activities. • Delivery of age-friendly and seniors programming in collaboration with community partners. • Administration of community grants programs and in-kind support for local groups. • Planning and support for multicultural events, festivals, and cultural awareness initiatives.
Recreation and Leisure	• Operation, programming, and maintenance of the Harvey Recreation and Cultural Centre. • Facilitation of inclusive and age-specific programs, including early years, youth, seniors, and disability access initiatives. • Coordination of cultural and community events.



Scenario 3: Failure to grow participation in arts, culture and creative activities

Risk Rating: Moderate

Comments for Quarter

The Shire continues to promote participation in arts, culture and creative activities through inclusive community development, cultural programming, and support for local events. Community Development continues engagement with Aboriginal stakeholders through progression of the Reconciliation Action Plan, delivers age-friendly and multicultural initiatives, and administers community grants that support local creativity and participation. The Harvey Recreation and Cultural Centre (HRCC) continues to deliver diverse cultural performances, community events, and age-specific programs that encourage social connection and creative expression. Residual risk across contributing areas remains Moderate (6), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are performing as would reasonably be expected under the circumstances and are effectively maintaining risk within acceptable parameters as defined by the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Community Development:

Community Development continues to support inclusive community development through ongoing engagement with Aboriginal stakeholders to progress the Reconciliation Action Plan, delivery of age-friendly and seniors programming in collaboration with local partners, and administration of community grants and agreements that enable cultural participation and community-led initiatives. Support for local events and community activities continues to foster vibrancy, creative expression, and community connection.

Recreation and Leisure:

The Harvey Recreation and Cultural Centre continues to deliver inclusive, age-appropriate programs and coordinates cultural and community events that foster creative expression and social connection. Programs delivered during the reporting period continue to provide accessible cultural opportunities for children, families, and the broader community. Implementation of the three-year audience engagement strategy for First Nations Performing Arts continues to progress, strengthening cultural programming and supporting Aboriginal artists and storytelling.

The Leschenault Leisure Centre continues to offer leisure programs for all ages, including aqua classes, school-age swimming lessons, Active Teens, Living Legends, and junior sport programs, supporting broader community participation and engagement.

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Scenario 3: Failure to grow participation in arts, culture and creative activities

Libraries:

Libraries continue to provide programs and services that support lifelong learning and community participation. Regular activities such as early years literacy sessions, school holiday programs, outreach initiatives, and community-based interest groups remain well supported and contribute to broader cultural engagement and social connection.

Environmental Health:

Environmental Health continues to support community events through timely assessment and approval processes, ensuring public health and safety requirements are met. Capacity to assess event approvals remains stable, with no significant increase in demand or reduction in officer availability. Current controls continue to effectively manage risks associated with event delivery and community participation.





Scenario 4: Failure to support people through all stages of life

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Community Development	• Delivery of the Shire's Access and Inclusion Plan initiatives. • Coordination of youth development programs, including school engagement and leadership initiatives. • Delivery of age-friendly and seniors programming in collaboration with community partners. • Support for mental health, wellbeing, and social connection initiatives.
Child Care	• Operation of Shire-managed early childhood education and care facilities. • Delivery of out-of-school-hours care programs, including before-school, after-school, and vacation care. • Provision of qualified early childhood educators and compliance with staffing ratios. • Implementation of safeguarding, health, and hygiene protocols for children and families. • Maintenance of enrolment records, attendance data, and family communications. • Liaison with regulatory authorities regarding licensing, accreditation, and reporting obligations.



Scenario 4: Failure to support people through all stages of life

Recreation and Leisure

- Facilitation of inclusive and age-specific programs, including early years, youth, seniors, and disability access initiatives.
- Delivery of community wellbeing initiatives and promotion of active lifestyles.

Risk Rating: Moderate

Comments for Quarter

The Shire continues to support community wellbeing across all life stages through inclusive programs, accessible services, and collaborative partnerships. Community Development delivers youth engagement, age-friendly and mental health initiatives, while Child Care services provide regulated early education and out-of-school-hours care that meets compliance requirements. Recreation and Leisure programs continue to promote active lifestyles and social connection for people of all ages and abilities.

Increased demand for early years services continues to be an emerging pressure, with programs in Harvey at capacity and multiple waitlists in place, indicating a growing gap between service availability and community need. The residual risk remains Moderate, reflecting the changing service environment and emerging constraints.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are performing as would reasonably be expected under the circumstances and are effectively maintaining risk within acceptable parameters as defined by the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Recreation and Leisure:

The Harvey Recreation and Cultural Centre continues to support inclusive community development through delivery of age-specific programs including early years, youth, seniors, and disability access initiatives. Community wellbeing programs continue to promote active lifestyles and strengthen social connection across all age groups.

The Leschenault Leisure Centre continues to provide leisure programs for all ages, including aquatic programs, youth initiatives, and junior sport activities, supporting broad participation across the community.



Scenario 4: Failure to support people through all stages of life

Community Development:

Community Development continues to deliver Access and Inclusion Plan initiatives, coordinate youth development programs including school engagement and leadership activities, and deliver age-friendly and seniors programming in collaboration with community partners. Ongoing support for mental health, wellbeing, and social connection initiatives remains in place.

Child Care Services:

Child Care services continue to provide licensed childcare programs during school holiday periods, meeting regulatory and compliance requirements and supporting safe and accessible care options for families within the community.

Increasing demand for early years services, combined with capacity constraints, continues to place pressure on service availability. Existing programs are fully subscribed and waitlists remain in place, highlighting the need for expanded service provision and longer-term planning to meet community needs.

During the quarter, two further meetings were held in Harvey with key early years organisations to discuss service delivery challenges and increasing demand across the Shire. This collaborative engagement continues to inform future planning, with potential projects and service responses being investigated to address identified gaps, improve service capacity, and support early years outcomes.





Scenario 5: Failure to ensure equitable access to local services, facilities and places

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Inadequate Engagement Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Work Health and Safety Practices
Ineffective Employment Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Community Development	• Delivery of the Shire's Access and Inclusion Plan initiatives. • Support for Aboriginal community engagement and Reconciliation Action Plan activities. • Coordination of youth development programs, including school engagement and leadership initiatives. • Delivery of age-friendly and seniors programming in collaboration with community partners. • Engagement with community advisory groups, committees, and stakeholder networks. • Promotion of civic engagement, including consultation processes and capacity building. • Develop and implement the Shire's Reconciliation Action Plan in partnership with Aboriginal stakeholders, to promote cultural understanding, strengthen relationships with First Nations peoples, and embed reconciliation practices across Shire services and programs.



Scenario 5: Failure to ensure equitable access to local services, facilities and places

Special Projects

- Engage stakeholders and the community effectively throughout the project lifecycle.
- Align project planning and delivery with IPR, asset management, and long-term financial planning.
- Secure and manage external funding from State, Federal, and industry sources where applicable.
- Develop project plans and business cases for minor capital works.
- Produce design documentation and technical drawings for construction.
- Prepare and submit grant applications and acquittals.
- Coordinate community consultation and engagement specific to projects.
- Administer contracts and oversee delivery of minor construction projects.
- Obtain regulatory approvals required for project delivery.

Civil Construction and Maintenance

- Footpath design and construction across priority areas.
- Road and traffic safety improvements based on local risk analysis.
- Safety and condition audits of active and passive reserve infrastructure.
- Timely and effective response to maintenance requests from the public and sporting stakeholders.



Scenario 5: Failure to ensure equitable access to local services, facilities and places

Risk Rating: Moderate

Comments for Quarter

The Shire continues to promote equitable access through inclusive planning, community engagement, and infrastructure delivery. Community Development leads implementation of Access and Inclusion Plan initiatives and progression of the Reconciliation Action Plan, while fostering partnerships with Aboriginal stakeholders and supporting civic participation through advisory groups and community engagement processes. Civil Construction and Maintenance continue to enhance accessibility and safety within public spaces through programmed road, path, and facility improvements, and Special Projects integrates community consultation and inclusive design standards into capital works planning. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are performing as would reasonably be expected under the circumstances and are effectively maintaining risk within acceptable parameters as defined by the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Community Development:

Community Development continues to deliver Access and Inclusion Plan initiatives, engage with Aboriginal stakeholders to progress the Reconciliation Action Plan, coordinate youth development programs including school engagement and leadership activities, and work with advisory groups and stakeholder networks to promote equitable access to services, facilities, and community participation opportunities.

Delivery of inclusive community infrastructure continues to progress, including the playground upgrades previously endorsed by Council, which enhance accessibility and usability of public open spaces for a broad range of community members. Ongoing engagement with equestrian and other user groups continues to inform the development of the Sport and Recreation Strategy, ensuring diverse community needs and access requirements are considered in future planning.



Scenario 6: Failure to value and celebrate cultural diversity

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Community Development	• Delivery of the Shire's Access and Inclusion Plan initiatives. • Support for Aboriginal community engagement and Reconciliation Action Plan activities. • Planning and support for multicultural events, festivals, and cultural awareness initiatives. • Delivery of volunteering programs, training and recognition events. • Engagement with community advisory groups, committees, and stakeholder networks. • Develop and implement the Shire's Reconciliation Action Plan in partnership with Aboriginal stakeholders, to promote cultural understanding, strengthen relationships with First Nations peoples, and embed reconciliation practices across Shire services and programs.



Scenario 6: Failure to value and celebrate cultural diversity

Risk Rating: Low

Comments for Quarter

The Shire continues to foster an inclusive and connected community through delivery of Access and Inclusion Plan initiatives, multicultural events, and partnerships that celebrate diversity and cultural expression. Community Development works collaboratively with advisory groups, local organisations, and key stakeholders to promote understanding, participation, and connection across all community groups. A continued focus remains on progressing the Reconciliation Action Plan in partnership with Aboriginal stakeholders, strengthening relationships, deepening respect, and embedding reconciliation into everyday practices and decision-making. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are performing as would reasonably be expected under the circumstances and are effectively maintaining risk within acceptable parameters as defined by the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Community Development:

Community Development continues to deliver Access and Inclusion Plan initiatives and coordinate multicultural events, cultural awareness activities, and recognition programs that promote diversity and social cohesion. Building on the success of events such as the Harvey Harvest Festival, ongoing programming continues to provide opportunities to celebrate cultural diversity, with participation from a range of community groups contributing to inclusive community engagement and shared cultural experiences.

Ongoing engagement with advisory groups and stakeholder networks continues to support inclusive participation and community connection. Work continues in partnership with Aboriginal stakeholders to progress the Reconciliation Action Plan and embed reconciliation practices across Shire services.



Planet

Outcome:

A natural environment that is highly valued, protected and enjoyed





Scenario 7: Failure to manage and protect natural habitats and ecosystems

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Environmental Health	• Monitoring environmental hazards (e.g. air, water, soil quality). • Investigate and manage incidents of pollution, contamination, and illegal dumping. • Respond to contamination events and respond to environmental health complaints (e.g. noise, odour, pests, asbestos) in line with service standards. • Overseeing liquid waste facility and hazardous waste management practices. • Assessing and approving onsite effluent disposal systems. • Identifying and managing disease vectors (e.g. mosquitoes, rodents). • Implementing community pest control initiatives. • Supporting environmental aspects of emergency responses (e.g. flooding, bushfires). • Delivering environmental health awareness campaigns. • Support the development and implementation of the Public Health Plan, in alignment with the Public Health Act 2016.



Scenario 7: Failure to manage and protect natural habitats and ecosystems

Public Gardens, Ovals and Streetscapes

- Tree management.
- Safety and condition audits of active and passive reserve infrastructure.

Environmental Protection

- Implementation of Shire's Biodiversity Strategy.
- Development and maintenance of biodiversity corridors.
- Native vegetation assessments and mapping.
- Community environmental education programs and campaigns.
- Partnerships with schools and community groups on habitat restoration.
- Support for "Owl Friendly" projects and public awareness.
- Development of Local Environmental Management Plans.
- Coordination of revegetation and habitat restoration projects.
- Compliance assessments for development impacts on biodiversity.
- Support for strategic environmental planning inputs (e.g. LPS2, LPS3).

Ranger Services

- Regular patrols of public spaces, reserves, beaches, and known problem areas.
- Investigations and resolution of complaints related to animal behaviour, nuisances, illegal parking, or environmental concerns.
- Collaboration with emergency services on firebreak compliance and public safety during bushfire season.
- Monitoring of off-road vehicle use and enforcement of prohibited access zones.
- Community education programs (e.g. responsible pet ownership, fire safety).
- Reporting on trends in infringements, compliance, and community feedback.



Scenario 7: Failure to manage and protect natural habitats and ecosystems

Risk Rating: Moderate

Comments for Quarter

The Shire continues to actively manage and protect natural habitats through ongoing monitoring, environmental compliance activities, and collaboration with internal and external stakeholders. Operational focus remains on maintaining environmental standards, responding to emerging issues, and embedding sustainable land management practices across Shire functions. Ranger Services, Environmental Health, and Parks collectively contribute to environmental risk mitigation through compliance, education, and operational controls. Residual risk across contributing areas remains Moderate (6), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Environmental Protection:

Environmental Protection activities continue to focus on proactive monitoring and advisory functions, with the Environmental Officer undertaking regular site inspections, compliance reviews, and providing technical input into development and land use planning processes. Community environmental education initiatives support biodiversity outcomes through partnerships with schools and community groups, including development of biodiversity corridors and habitat restoration activities. Ongoing delivery of education programs, including Owl Friendly awareness and updates on local and emerging environmental threats, supports increased community awareness and shared responsibility for environmental stewardship. Development application assessments continue to incorporate biodiversity considerations, ensuring environmental impacts are appropriately managed.

Environmental Health:

Environmental health risks, including pollution response, waste oversight, and mosquito control, continue to be monitored and managed in accordance with service standards. These controls support both environmental protection and public health outcomes, with no significant changes to operational capacity identified during the reporting period.



Scenario 7: Failure to manage and protect natural habitats and ecosystems

Ranger Services:

Ranger Services continues to support environmental compliance through patrols, management of off-road vehicle activity, investigation of environmental complaints, and delivery of community education initiatives aimed at protecting natural areas. Operational activities remain focused on known pressure points and community-reported issues.

Public Gardens, Ovals and Streetscapes:

Tree management continues to be delivered through a risk-based assessment framework, with prioritisation informed by condition assessments and service requests. Active space and natural asset audits continue to support asset management planning and risk mitigation, ensuring the ongoing safety and sustainability of public open spaces.

During the quarter, additional gates and fencing were installed to restrict unauthorised access to Shire reserves and sensitive areas, supporting protection of natural habitats. Several coastal areas were closed following recent storm events to manage public safety and environmental risk while conditions were assessed and remediation undertaken.





Scenario 8: Failure to facilitate climate action and responsible use of natural resources

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Environmental Health	• Monitoring environmental hazards (e.g., air, water, soil quality). • Supporting outbreak investigations related to environmental causes. • Monitoring drinking water, recreational water, and wastewater systems. • Ensuring water treatment and supply meet public health standards. • Responding to contamination events and respond to environmental health complaints (e.g. noise, odour, pests, asbestos) in line with service standards. • Overseeing liquid waste facility and hazardous waste management practices. • Supporting environmental aspects of emergency responses (e.g., flooding, bushfires). • Ensuring safe shelter, sanitation, and water in emergency settings. • Delivering environmental health awareness campaigns. • Providing training and education to the public and other stakeholders. • Promoting healthy behaviours linked to environmental factors. • Interpreting and applying public health and environmental legislation.



Scenario 8: Failure to facilitate climate action and responsible use of natural resources

Environmental Protection

- Implementation of Shire's Biodiversity Strategy.
- Development and maintenance of biodiversity corridors.
- Community environmental education programs and campaigns.
- Support for "Owl Friendly" projects and public awareness.
- Development of Local Environmental Management Plans.
- Compliance assessments for development impacts on biodiversity.
- Support for strategic environmental planning inputs (e.g. LPS2, LPS3).

Public Gardens, Ovals and Streetscapes

- Water allocation management and reporting.

Climate Action

- Annual tracking of emissions profile and energy use.
- Installation of renewable energy systems at Shire assets.
- Implementation of energy and water efficiency retrofits at public facilities.
- Participation in Waterwise Council Program and achievement of Waterwise endorsement.
- Waste minimisation and recycling initiatives within Shire operations.
- Community workshops on sustainability & energy saving.
- Collaboration with regional partners and WALGA on climate initiatives.
- Grant funding applications for sustainability infrastructure.



Scenario 8: Failure to facilitate climate action and responsible use of natural resources

Risk Rating: Moderate

Comments for Quarter

The Shire continues to facilitate climate action and promote responsible use of natural resources through a combination of education, operational initiatives, and sustainability-focused planning. Environmental Services provides guidance on resource efficiency and climate risk awareness, while operational areas manage water and energy use within regulatory requirements and environmental constraints. Progression of previously secured funding for solar photovoltaic and battery energy storage systems at major Shire facilities continues, supporting reduced energy consumption, lower operational costs, and improved resilience to power disruptions. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Environmental Protection:

Environmental Protection activities continue to focus on promoting awareness of climate-related risks and responsible resource use through advisory and educational functions. While strategic climate policy settings remain influenced by State and Federal frameworks, the Shire continues to support local implementation, encouraging sustainable practices and embedding environmental considerations into planning and operational decision-making.



Scenario 8: Failure to facilitate climate action and responsible use of natural resources

Climate Action:

Climate action initiatives remain focused on practical, operational outcomes, including ongoing monitoring of energy consumption, progression of renewable energy projects, and implementation of internal waste reduction measures. Participation in sustainability programs such as Waterwise Council supports continuous improvement in resource management practices. Delivery of major initiatives continues to be influenced by procurement timelines, contractor availability, and external funding conditions, requiring ongoing coordination.

Public Gardens, Ovals and Streetscapes:

Water allocation is actively managed in accordance with Department of Water and Environmental Regulation licensing requirements and Harvey Water allocations. Usage is monitored, and irrigation programming is adjusted to remain within allocation limits and respond to seasonal conditions. Ongoing pressures associated with water availability, particularly in growth areas, continue to be monitored as part of long-term planning considerations.

Environmental Health:

Environmental Health continues to monitor and respond to environmental risks, including those associated with climate and resource use. Current demand remains manageable; however, increasing expectations and potential growth-related pressures may require future review of resourcing to ensure service standards are maintained.



Scenario 9: Failure to manage waste sustainably

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Environmental Protection	• Community environmental education programs and campaigns. • Development of Local Environmental Management Plans. • Support for strategic environmental planning inputs (e.g. LPS2, LPS3).
Waste Management and Sanitation	• Provide residential and commercial waste collection services. • Operate waste transfer stations and manage waste disposal contracts. • Manage kerbside recycling, green waste, and bulk verge collections. • Promote community waste reduction and recycling programs. • Monitor contractor performance and compliance with waste service standards. • Support implementation of the Waste Avoidance and Resource Recovery Strategy 2030. • Maintain waste data reporting and compliance with State waste targets. • Provide education materials and programs to improve recycling behaviours. • Support litter reduction initiatives and illegal dumping investigations. • Plan and budget for waste infrastructure upgrades and renewals.

Ranger Services

- Investigations and resolution of complaints related to animal behaviour, nuisances, illegal parking, or environmental concerns.
- Removal or coordination for disposal of abandoned vehicles.



Scenario 9: Failure to manage waste sustainably

Risk Rating: High

Comments for Quarter

The Shire continues to mitigate waste sustainability risks through efficient waste collection, recycling services, and community education initiatives. Waste management considerations remain embedded in infrastructure planning and service delivery, supporting compliance with State waste targets and environmental stewardship objectives. A significant component of the Shire's waste risk profile relates to its partnership with the Bunbury Harvey Regional Council and broader regional waste processing arrangements, which continue to present operational and strategic challenges.

Following Council's resolution to continue the Food Organics and Garden Organics (FOGO) kerbside collection service, the service continues to operate while regional processing constraints are addressed, supported by the development of a regional processing facility and ongoing advocacy for State investment in regional waste infrastructure. Rising fuel costs continue to place pressure on waste collection contracts; however, current controls remain adequate and are effectively maintaining risk within acceptable levels. Residual risk across contributing areas remains Moderate (6), with the Bunbury Harvey Regional Council interface and regional processing constraints continuing to present a High (11) risk exposure requiring ongoing monitoring and strategic response.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are performing as would reasonably be expected under the circumstances and are effectively maintaining risk within acceptable parameters as defined by the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Environmental Protection:

The Shire continues to deliver community education programs promoting responsible waste management and environmental awareness. During the quarter, the Shire attended the Love the Leschenault event, providing education on waste reduction, recycling, and environmental sustainability, supporting continued community engagement and shared responsibility for waste outcomes.

Waste Management and Sanitation:

Waste collection, recycling services, and disposal contract management continue in accordance with regulatory requirements. Current FOGO arrangements are being managed as an interim solution, with collection maintained and material diverted to landfill pending the establishment of a viable regional processing pathway.

Regional collaboration remains ongoing to identify and progress both interim and long-term FOGO processing solutions, including support for the development of a regional processing facility. Monitoring, reporting, and advocacy activities continue to support informed decision-making, with a focus on restoring sustainable organics processing capability within the South West region and aligning with circular economy principles.



Scenario 10: Failure to enhance natural disaster and emergency management

Risk Themes

Business and Community Disruption	Failure of IT and/or Communications Systems and Infrastructure	Failure to Fulfil Compliance Requirements
Ineffective Employment Practices	Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices
Inadequate Engagement Practices	Inadequate Work Health and Safety Practices	

Mitigating Service Outputs

Service	Mitigating Outputs
Emergency Preparedness, Response and Recovery	• Annual review and maintenance of Local Emergency Management Arrangements. • Facilitation of Local Emergency Management Committee meetings in line with State Emergency Management Policy. • Administration of permits, firebreak notices, and hazard compliance under Bush Fires Act 1954. • Development and implementation of Local Recovery Plans. • Routine support to Bushfire Brigades including equipment procurement and facilities upgrades. • Seasonal public education campaigns (e.g. Fire Chat, Are You Bushfire Ready). • Support during emergency incidents (e.g. logistics, communications). • Coordination of recovery centers and local recovery teams post-incident. • Firebreaks and access tracks.
Civil Construction and Maintenance	• Road and traffic safety improvements based on local risk analysis.



Scenario 10: Failure to enhance natural disaster and emergency management

Risk Rating: Moderate

Comments for Quarter

The Shire continues to manage risks associated with natural disasters and emergency events through a combination of mitigation, preparedness, and response activities. These controls are critical to maintaining community safety and organisational resilience in the face of increasingly complex and variable hazard conditions.

During the quarter, key controls remained in place and effective, including fire mitigation works through planned burns, chemical and mechanical treatments, emergency response coordination, and staff preparedness activities. While the bushfire season eased, the district transitioned quickly into storm season, culminating in a significant storm event over the June long weekend that placed considerable pressure on response resources and required the Shire to transition into the recovery phase. Residual risk remains Moderate, consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Emergency Preparedness, Response and Recovery:

Local Emergency Management Arrangements continue to be maintained and reviewed to ensure alignment with legislative requirements and best practice. Local Emergency Management Committee meetings facilitate inter-agency coordination, information sharing, and emergency planning across the district. Fire mitigation works on Shire-managed land, together with firebreak and hazard compliance activities, continue to be undertaken in accordance with the Bush Fires Act 1954, supported by chemical and mechanical treatments and staff preparedness activities.

During the quarter, the district transitioned quickly from bushfire season into storm season, culminating in a significant storm event over the June long weekend. The event placed considerable pressure on response resources and required the Shire to transition into the recovery phase. The Shire

has submitted an application for Disaster Recovery Funding to assist with recovery costs associated with the storm event; a financial risk remains should the application be unsuccessful. While controls remain effective, evolving hazard complexity requires ongoing monitoring, coordination, and continuous improvement to maintain preparedness and response capability.

Civil Construction and Maintenance:

Sealed and unsealed road networks continue to be maintained to support access and trafficability during emergency events. Gravel roads are graded on a regular basis, ensuring reliable access for emergency services and safe evacuation routes for the community. Ongoing maintenance activities support resilience of transport infrastructure and contribute to effective emergency response and recovery operations across the Shire.



Place

Outcome:

A liveable, sustainable and well-designed built environment that is accessible to all.





Scenario 11: Failure to increase access to diverse and affordable housing

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Planning Services	• Assess development applications, structure plans, and subdivision referrals in accordance with legislation and policies. • Prepare and review local planning policies, strategies, and schemes. • Contribute to strategic land-use planning and regional planning initiatives. • Liaise with State agencies and service providers regarding land-use coordination and infrastructure. • Integrate land-use planning with environmental protection and community development outcomes. • Support planning input into growth management and housing diversity strategies.
Building Services	• Assess and issue building permits, demolition permits, and occupancy permits in accordance with legislation. • Undertake building inspections and compliance investigations. • Provide technical advice to applicants, builders, and the community regarding building standards and codes. • Support public safety through enforcement of dangerous or unauthorised building works.



Scenario 11: Failure to increase access to diverse and affordable housing

Economic Development

- Facilitate business attraction, retention, and investment in the Shire.
- Support town centre revitalisation, tourism, and industry diversification initiatives.
- Collaborate with industry, education, and government to support workforce development.
- Promote the Shire as a destination for business and investment opportunities.

Special Projects

- Manage delivery of major infrastructure, urban renewal, or redevelopment projects.
- Ensure design standards and sustainability principles are applied in project delivery.
- Support integration of major projects with strategic planning outcomes.

Risk Rating: Low

Comments for Quarter

The Shire continues to support housing diversity and affordability through coordinated land-use planning, development assessment, and strategic project delivery. Planning Services progress strategic reviews and policy updates to maintain alignment with the State Planning Framework, while collaboration with key agencies supports infrastructure coordination for growth areas. Building Services maintain compliance and safety standards through permit assessment, inspections, and regulatory enforcement. Economic Development initiatives continue to promote investment attraction and regional growth, supporting broader housing supply and market stability.

During the quarter, development applications and subdivision proposals continue to be assessed in accordance with relevant legislation and planning frameworks, supporting the delivery of residential land supply and housing opportunities across the Shire. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.



Scenario 11: Failure to increase access to diverse and affordable housing

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Building Services:

Building permit assessments, compliance inspections, and mandatory pool inspections continue to be undertaken in accordance with regulatory requirements. Established processes and checklists support consistent compliance outcomes and safe development across the Shire.

Planning Services:

The review of the Local Planning Strategy continues to progress to ensure alignment with the State Planning Framework and support long-term housing growth and diversity outcomes. Quarterly coordination meetings with the Water Corporation continue to facilitate forward planning for water and sewer servicing in growth areas.

Strategic planning for the provision of suitable locations for affordable housing, aged persons housing, and government employee housing is being investigated for the regional area. The establishment of a Housing Committee represents a positive step towards understanding and meeting future housing demand across the Shire. Planning applications, subdivision referrals, and development proposals continue to be assessed and determined in accordance with statutory requirements, supporting timely and appropriate housing delivery.

Special Projects:

Project planning and delivery processes continue to integrate sustainability principles, cost monitoring, and Work Health and Safety standards. Risks associated with funding, timelines, and market conditions continue to be managed through established project governance controls, supporting delivery of infrastructure that enables residential growth.

Economic Development:

Promotion of Invest and Visit Harvey Region continues in accordance with adopted budgets and strategic plans, supporting investment attraction and regional economic development objectives. These activities contribute to broader housing demand and supply dynamics within the Shire.



Scenario 12: Failure to enhance the appearance of public spaces and streetscapes

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Public Gardens, Ovals and Streetscapes	• Scheduled horticultural and turf maintenance across public open spaces. • Consistent mowing and surface preparation of recreation ovals for seasonal sport. • Tree management. • Completion of beautification and greening projects in line with renewal programs. • Safety and condition audits of active and passive reserve infrastructure. • Timely and effective response to maintenance requests from the public and sporting stakeholders. • Playground maintenance and renewal.



Scenario 12: Failure to enhance the appearance of public spaces and streetscapes

Risk Rating: Moderate

Comments for Quarter

The Shire continues to enhance the presentation and amenity of public spaces and streetscapes through ongoing maintenance, renewal programs, and targeted capital works. Operational activities across Parks, Civil Construction, and Waste Services support clean, safe, and visually appealing environments that contribute to community pride, liveability, and positive perceptions of place. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Public Gardens, Ovals and Streetscapes:

A routine program of maintenance continues across gardens, ovals, and turf spaces, supported by an established tree management process and ongoing renewal and revitalisation programs delivered over recent years. Playground inspections continue to be undertaken at a frequency well above industry requirements, on a monthly basis, with a playground renewal program in place and scheduled progressively over the coming years. Oval preparation and seasonal renovations are undertaken to maintain safe and visually appealing recreational spaces.

Civil Construction and Maintenance:

Road, footpath, and drainage maintenance works continue to be delivered in accordance with the adopted budget, supporting both functionality and visual amenity of public infrastructure. Defects and hazards are addressed as identified, contributing to improved presentation and user experience across the network. Capital works projects, including streetscape improvements and public realm upgrades, continue to progress and support long-term enhancement of community spaces.

Waste Management and Cleansing:

Waste collection, litter management, and public bin servicing continue to support clean and well-maintained public areas. Education and compliance initiatives promote responsible waste disposal and contribute to improved environmental outcomes and presentation standards.



Scenario 13: Failure to protect and preserve places with heritage or cultural significance

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Planning Services	• Provision of statutory planning advice and assessments under the Local Planning Scheme, R-Codes, and associated instruments. • Assessment of development applications, subdivision referrals, and scheme amendments. • Preparation and delivery of strategic planning instruments, including the Local Planning Strategy and Scheme No. 2. • Implementation and review of local planning policies and place-based planning frameworks. • Heritage advice and protection planning through policy frameworks, referrals, and planning controls. • Planning compliance monitoring, investigation, and enforcement of unauthorised land use or development. • Development of and input into biodiversity and environmental planning strategies. • Contribution to regional, inter-agency, and State planning initiatives (e.g. regional frameworks, DPLH referrals).



Scenario 13: Failure to protect and preserve places with heritage or cultural significance

Special Projects

- Prepare and submit grant applications and acquittals.
- Obtain regulatory approvals required for project delivery.
- Engage stakeholders and the community effectively throughout the project lifecycle.
- Produce design documentation and technical drawings for construction.
- Administer contracts and oversee delivery of minor construction projects.

Economic Development

- Sector-specific development programs (e.g. agribusiness, dairy, viticulture, tourism).

Tourism

- Coordination of collaborative projects like the Harvey Trails and Adventure Hub.
- Development of themed experiences (e.g. food and wine trails, cultural tours).

Risk Rating: Low

Comments for Quarter

The Shire continues to protect and celebrate places of heritage and cultural importance through effective planning, consultation, and project management. Local Planning Policies remain in place to guide heritage protection. Statutory processes remain in place to protect the Shire against the risk of failing to preserve places of cultural heritage significance, with this risk assessed as remaining low. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.



Scenario 13: Failure to protect and preserve places with heritage or cultural significance

Special Projects:

Engagement with stakeholders and the community throughout project lifecycles continues to be managed through established communication processes and Project Control Group meetings at key milestones. Statutory approvals for works on Shire-owned land continue to be managed through relevant external authorities and industry processes, ensuring compliance with heritage and planning requirements. Grant application processes continue to support delivery of heritage-related projects, with risks managed through established governance and oversight.

Planning Services:

Advice and assessments continue to be undertaken in accordance with the relevant planning framework, supporting appropriate protection and management of heritage assets. Local Planning Policies remain valid and continue to guide decision-making.

Economic Development:

Community consultation for the Brunswick Heritage Trail has been completed, with relevant interpretation being installed and associated brochures printed. There remains a low residual reputational risk should community feedback be received following installation; however, this is considered low given the extent of initial consultation undertaken. These activities contribute to the recognition and activation of heritage places, supporting both cultural preservation and community engagement outcomes.



Scenario 14: Failure to provide vibrant, accessible and well-maintained parks and playgrounds

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Public Gardens, Ovals and Streetscapes	• Scheduled horticultural and turf maintenance across public open spaces. • Consistent mowing and surface preparation of recreation ovals for seasonal sport. • Tree management. • Operational irrigation and reticulation systems across sites. • Completion of beautification and greening projects in line with renewal programs. • Water allocation management and reporting. • Safety and condition audits of active and passive reserve infrastructure. • Timely and effective response to maintenance requests from the public and sporting stakeholders.
Community Development	• Delivery of the Shire's Access and Inclusion Plan initiatives. • Implementation of the Community Safety and Wellbeing Plan.



Scenario 14: Failure to provide vibrant, accessible and well-maintained parks and playgrounds

Risk Rating: Moderate

Comments for Quarter

The Shire continues to enhance community spaces through proactive maintenance, accessibility planning, and community engagement. Routine maintenance of open spaces, ovals, and irrigation systems continues in line with adopted budget programs, supporting safe, functional, and visually appealing public environments. Community Development continues to support inclusive design outcomes through implementation of the Access and Inclusion Plan and engagement with advisory groups to inform infrastructure planning.

During the quarter, the renewal of the Galway Green irrigation mainline was successfully tendered and awarded, supporting ongoing improvement of recreational assets and enhancing accessibility and usability for the community. While overall service delivery remains effective, some staff resourcing challenges have intermittently impacted maintenance frequency and responsiveness in certain areas. Residual risk across contributing areas remains Moderate (6), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Community Development:

Community Development continues delivery of Access and Inclusion Plan initiatives in collaboration with community partners and maintains engagement with advisory groups, committees, and stakeholder networks. These mechanisms ensure community input informs infrastructure planning and supports equitable access to parks, playgrounds, and public spaces.

Public Gardens, Ovals and Streetscapes:

Scheduled maintenance is undertaken across open space and oval areas in accordance with programmed works. Irrigation systems are managed through the budgeted maintenance program of works, with replacement undertaken as required through the capital infrastructure program, including the awarded renewal of the Galway Green irrigation mainline. Water allocation is managed in accordance with Department of Water and Environmental Regulation requirements. Service response times continue to be timely and, in many cases, exceed Customer Service Charter standards. These regular maintenance activities support the ongoing presentation, accessibility, and usability of parks and playgrounds. However, current staff resourcing levels have at times impacted service delivery consistency, requiring prioritisation of core maintenance activities.

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Scenario 15: Failure to ensure Shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Cemeteries	• Maintenance of burial and ashes records in accordance with legislative requirements. • Grounds maintenance of Shire-managed cemeteries. • Management of cemetery infrastructure, signage, and landscape upgrades. • Implementation of cemetery master planning and future capacity planning. • Compliance with the Cemeteries Act 1986 and associated regulations. • Development and review of cemetery operational procedures.



Scenario 15: Failure to ensure Shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.

Asset Management

- Delivery and scheduled updates of the Shire's Asset Management Plan 2024–2034.
- Up-to-date and complete asset registers for all asset classes.
- Property Maintenance for Shire-Owned Buildings.
- Maintenance Coordination for Leased Facilities.
- Asset condition audits and lifecycle forecasting inputs.
- Annual and long-term asset renewal and maintenance forecasts.
- Integration of AMP data into the Long-Term Financial Plan.
- Development of service level frameworks for asset performance and renewal.
- Asset insights and reporting to support executive and Council decisions.

Public Gardens, Ovals and Streetscapes

- Scheduled horticultural and turf maintenance across public open spaces.
- Consistent mowing and surface preparation of recreation ovals for seasonal sport.
- Tree management.
- Operational irrigation and reticulation systems across sites.
- High standard of appearance in civic and entry locations.
- Completion of beautification and greening projects in line with renewal programs.
- Water allocation management and reporting.
- Seasonal bedding displays and floral highlights in town centres.
- Safety and condition audits of active and passive reserve infrastructure.
- Timely and effective response to maintenance requests from the public and sporting stakeholders.
- Playground maintenance and renewal.

Civil Construction and Maintenance

- Annual capital works programs for roads, bridges, and paths.
- Maintenance and Capital works programs for road and pedestrian bridges.
- Coordinate with asset management planning and condition audits.



Scenario 15: Failure to ensure Shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.

Special Projects

- Align project planning and delivery with IPR, asset management, and long-term financial planning.
- Develop lifecycle maintenance plans and asset documentation for new works.
- Obtain regulatory approvals required for project delivery.

Design and Development

- Site inspections of subdivision and capital works construction to verify compliance.
- Coordination of asset verification, compliance sign-off, and handover processes.
- Development and maintenance of technical standards, guidelines, and procedures for subdivision works and infrastructure delivery.
- Coordinate with asset management planning and condition audits.

Risk Rating: High

Comments for Quarter

The Shire continues to manage and maintain its assets through integrated planning, proactive maintenance, and the ongoing development of structured asset management practices. Integrated Planning and Reporting remains embedded in project delivery from business case development through to handover, ensuring approvals documentation, operations and maintenance manuals, and warranty information inform lifecycle planning.

During the quarter, progress has continued in strengthening asset management capability, including the review of asset registers to inform updated Asset Management Plans, and the planning of building and road condition audits for the 2026/27 financial year. Recruitment of key positions within the property team continues to strengthen internal capacity to support asset management functions.

Despite these improvements, asset information remains limited and systems are still under development, resulting in continued reliance on reactive approaches in some areas. Residual risk across contributing areas remains High (10–16), reflecting current capacity constraints and developing asset information systems.

Based on the current assessment, risk controls continue to be rated Inadequate, meaning they are performing below what would reasonably be expected under the circumstances; however, improvement measures are progressing to strengthen control effectiveness in line with the Shire's Risk Management Framework.

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Scenario 15: Failure to ensure Shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Asset Management:

Compliance testing, including electrical, gas, and fire, continues to be conducted across all Shire-owned and leased buildings, supported by planned maintenance activities scheduled to ensure buildings remain safe and available to users. Building and road condition audits are scheduled to commence in the 2026/27 financial year, and asset registers are currently being reviewed, which will be followed by the preparation of updated Asset Management Plans. Development of a centralised Asset Management database continues, with data maturity progressively improving.

Special Projects:

Integrated Planning and Reporting processes continue to guide project delivery from inception through to handover. Project planning and delivery continue to maintain responsible financial planning for asset management and lifecycle costing through sustainable design methods, with asset acceptance criteria and procedures being fine-tuned to support sustainable asset management outcomes.

Public Gardens, Ovals and Streetscapes:

Routine programmed maintenance continues across open space and oval areas, with irrigation systems managed through budgeted maintenance and capital replacement programs and water allocation managed in accordance with regulatory requirements. New rose garden plantings have been undertaken at the Harvey Cemeteries during the quarter. Service response times continue to be timely and, in many cases, exceed Customer Service Charter standards, supporting the ongoing usability and presentation of public spaces.

Design and Development:

All new developments and newly created assets continue to be assessed against required standards and community expectations through plan assessment and construction oversight processes. Internal capacity within asset and property functions has been strengthened through recent recruitment; however, ongoing resourcing and system maturity will be critical to improving long-term asset management outcomes.

Cemeteries:

A draft Cemetery Operational Procedure has been developed, and cemetery infrastructure and grounds continue to be maintained. A gap analysis is underway to identify improvement priorities and inform future planning and service delivery enhancements.



Scenario 16: Failure to facilitate safer, connected, well-maintained roads, paths and cycleways

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Design and Development	• Assessment of developer plans to support planning and subdivision approvals. • Subdivision engineering civil and water management strategy design assessments in accordance with standards and statutory obligations. • Site inspections of subdivision and capital works construction to verify compliance. • Development and maintenance of technical standards, guidelines, and procedures for subdivision works and infrastructure delivery.
Civil Construction and Maintenance	• Annual capital works programs for roads, bridges, and paths. • Scheduled road grading, sealing, and pothole repairs. • Footpath design and construction across priority areas. • Road and traffic safety improvements based on local risk analysis.
Economic Development	• Sector-specific development programs (e.g. agribusiness, dairy, viticulture, tourism).



Scenario 16: Failure to facilitate safer, connected, well-maintained roads, paths and cycleways

Risk Rating: Low

Comments for Quarter

The Shire continues to improve transport safety and connectivity through the design, construction, renewal, and maintenance of roads, footpaths, cycleways, and associated infrastructure in accordance with adopted budgets and community priorities. Engineering project management of subdivisions remains ongoing, with continued review of Local Water Management Strategies (LWMS) and provision of feedback to developer consultants to ensure compliant, sustainable, and fit-for-purpose outcomes, including within Treendale South and Treendale East.

The annual capital works program continues to be delivered alongside routine maintenance of roads, footpaths, and carparks, supporting safe and accessible transport networks across the Shire. Resources are increasingly focused on development of the Forward Capital Works Program (FCWP) for 2026/27 and beyond, supporting strategic prioritisation and long-term infrastructure planning. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Civil Construction and Maintenance:

Maintenance activities continue in line with the adopted capital works program and operational schedules, supporting safe, reliable, and trafficable road and path networks. Routine works across roads, footpaths, and carparks contribute to ongoing safety and serviceability of transport infrastructure.

Design and Development:

Subdivision engineering assessments and ongoing review of Local Water Management Strategies continue to ensure infrastructure delivered by developers meets Shire standards and long-term sustainability requirements. Feedback is provided to developer consultants to support improved outcomes and alignment with Shire expectations.

Infrastructure Planning:

Planning resources are focused on development of the Forward Capital Works Program for 2026/27 and future years, supporting evidence-based prioritisation and delivery of transport infrastructure that enhances safety, connectivity, and community access.



Prosperity

Outcome:

A diversified and thriving economy that offers a wide range of business and work opportunities as well as consumer choice.





Scenario 17: Failure to position the Shire as a tourist destination of choice

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Economic Development	• Delivery and implementation of the Invest Harvey Region strategy. • Support for priority precincts and sectors: food/agriculture, tourism, manufacturing, clean energy. • Investment prospectus and promotional material. • Business development workshops and events. • Grant facilitation support and project advocacy. • Industry roundtables and business community engagement. • Collaboration with the Bunbury Geopraphe Economic Alliance and local chambers. • Sector-specific development programs (e.g. agribusiness, dairy, viticulture, tourism). • Film Friendly. • Small Business Friendly.



Scenario 17: Failure to position the Shire as a premium tourist destination of choice

Tourism

- Annual marketing campaigns promoting the Harvey Region across priority visitor markets.
- Content development including maps, brochures, itineraries, and digital guides.
- Support and promotion for local events with tourism value.
- Stakeholder engagement through tourism business forums and newsletters.
- Maintenance and enhancement of visitor information portals.
- Coordination of collaborative projects like the Harvey Trails and Adventure Hub.
- Development of themed experiences (e.g. food and wine trails, cultural tours).
- Monitoring of visitation data and tourism impact through partners (e.g. TRA, ASW).
- Promoting local tourism activities.

Risk Rating: Low

Comments for Quarter

The Shire continues to promote the Harvey Region as a destination for visitors, business, and investment through implementation of the Invest and Visit Harvey Region marketing strategy. Promotion activities continue in accordance with adopted budgets and strategic plans, supported by collaboration across Economic Development and Infrastructure functions to deliver projects that enhance regional liveability, tourism activation, and investment confidence. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.



Scenario 17: Failure to position the Shire as a premium tourist destination of choice

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Economic Development:

Promotion of Invest and Visit Harvey Region continues in line with Council budget and planning commitments. Quarterly reporting requirements continue to be met, and marketing activities are developed and circulated to support tourism, business engagement, and investment attraction. Collaborative engagement with local businesses and stakeholders continues to support economic activation initiatives.

Building on the success of the Harvey Harvest Festival as a flagship regional event, ongoing promotion continues to showcase the region's strengths, including its agricultural base, cultural identity, and visitor experiences, contributing to sustained visitation and regional exposure.

Design and Development:

Infrastructure improvements delivered through the capital works program continue to support safe, functional, and well-presented public assets that contribute positively to visitor experience and community pride.





Scenario 18: Failure to grow the network of scenic and adventure trails for walking, cycling, paddling and horse-riding

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Environmental Protection	• Native vegetation assessments and mapping.
Economic Development	• Grant facilitation support and project advocacy
Civil Construction and Maintenance	• Footpath design and construction across priority areas

Risk Rating: Moderate

Comments for Quarter

The Shire continues to support the development of scenic and adventure trails through planning, advocacy, and environmental compliance activities. Progress remains focused on enabling future trail development while managing environmental constraints and working within land tenure and approval frameworks. The Shire continues to collaborate with State agencies on key regional trail initiatives, including the Munda Biddi Harvey Spur Trail and opportunities within Falls Brook Nature Reserve. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.



Scenario 18: Failure to grow the network of scenic and adventure trails for walking, cycling, paddling and horse-riding

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Environmental Protection:

Environmental Protection continues to support trail development through native vegetation mapping and environmental assessment processes. These activities are undertaken early in the planning phase to identify constraints, inform design, and ensure compliance with State legislative requirements. This approach reduces downstream risk and supports environmentally responsible trail development outcomes.

Economic Development:

Engagement continues in accordance with Council Plan commitments to progress regional trail initiatives, including ongoing liaison with the Department of Biodiversity, Conservation and Attractions (DBCA) and other stakeholders regarding the Munda Biddi Harvey Spur Trail and opportunities at Jardup Falls within Falls Brook Nature Reserve.

Progress on key projects, including Dandjoo Bilya, remains dependent on external land tenure negotiations between DBCA and the Department of Planning, Lands and Heritage (DPLH), as well as associated Ministerial approvals. These external dependencies continue to influence delivery timeframes; however, the Shire maintains an active advocacy and coordination role to support progression of these projects and position the region for future trail development opportunities.





Scenario 19: Failure to facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Economic Development	• Delivery and implementation of the Invest Harvey Region strategy. • Support for priority precincts and sectors: food/agriculture, tourism, manufacturing, clean energy. • Investment prospectus and promotional material. • Business development workshops and events. • Grant facilitation support and project advocacy. • Industry roundtables and business community engagement. • Collaboration with the Bunbury Geopraphe Economic Alliance and local chambers. • Sector-specific development programs (e.g. agribusiness, dairy, viticulture, tourism).



Scenario 19: Failure to facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.

Design and Development

- Providing engineering design services for subdivision and development projects.
- Assessing engineering drawings and water management strategies for compliance with technical standards.
- Preparing and maintaining engineering technical standards, guidelines, and procedures.
- Coordinating civil infrastructure design reviews and approvals.
- Inspecting civil works for compliance with approved drawings and specifications.
- Providing technical advice to developers, consultants, and internal departments on engineering and infrastructure matters.
- Managing as-constructed data and updating asset information systems.
- Supporting long-term planning of civil infrastructure networks in alignment with growth and land-use planning strategies.
- Providing input into structure plans, precinct plans, and strategic development frameworks.
- Contributing to the preparation of development conditions and agreements related to civil works.

Environmental Protection

- Compliance assessments for development impacts on biodiversity.
- Support for strategic environmental planning inputs (e.g. LPS2, LPS3).

Marketing, Advocacy and Communication

- Project and infrastructure updates.
- Public facing advocacy campaign development and delivery.
- Promotional campaigns for Shire services, programs and projects.
- Partnership, Grant and sponsorship promotions.

Planning

- Preparation and delivery of strategic planning instruments, including the Local Planning Strategy and Scheme No. 2
- Implementation and review of local planning policies and place-based planning frameworks



Scenario 19: Failure to facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.

Risk Rating: Moderate

Comments for Quarter

The Shire continues to facilitate sustainable urban, rural, and industrial development through coordinated land use planning, infrastructure delivery, and strategic growth management. The Sustainable Development Directorate is actively identifying and progressing strategic planning opportunities to support population growth, economic development, and long-term service sustainability, with a particular focus on light industrial land supply and residential housing development.

During the quarter, planning and development activities have continued to support key growth areas, including ongoing progression of urban development within Treendale South and Treendale East. These areas remain critical to the Shire's future housing supply and require continued coordination of infrastructure, servicing, and land use outcomes to ensure sustainable and well-integrated development. Subdivision engineering assessments and review of Local Water Management Strategies (LWMS) continue to inform development outcomes, with feedback provided to developer consultants to ensure compliance with Shire standards and long-term sustainability objectives. Residual risk across contributing areas remains Moderate (9), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Planning Services:

Planning Services continues to progress strategic planning initiatives, including identification of opportunities to expand light industrial land and support housing diversity. Development applications and subdivision proposals continue to be assessed in accordance with statutory frameworks, supporting orderly and sustainable growth across the Shire. Ongoing coordination with servicing authorities and stakeholders supports infrastructure planning and delivery aligned to growth areas, particularly within Treendale and other priority development locations.

Design and Development:

Engineering project management of subdivisions continues, including review of Local Water Management Strategies and associated infrastructure design. These processes ensure developments are delivered in accordance with Shire requirements and support long-term sustainability of infrastructure and services. Infrastructure planning continues to align with projected population and economic growth, with resources focused on forward planning through the Forward Capital Works Program.



Scenario 20: Failure to create a business-friendly environment to support and attract investment, competition and productivity.

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Economic Development	• Delivery and implementation of the Invest Harvey Region strategy. • Support for priority precincts and sectors: food/agriculture, tourism, manufacturing, clean energy. • Investment prospectus and promotional material. • Business development workshops and events. • Grant facilitation support and project advocacy. • Industry roundtables and business community engagement. • Collaboration with the Bunbury Geopraphe Economic Alliance and local chambers. • Sector-specific development programs (e.g. agribusiness, dairy, viticulture, tourism). • Film Friendly. • Small Business Friendly.



Scenario 20: Failure to create a business-friendly environment to support and attract investment, competition and productivity.

Risk Rating: Low

Comments for Quarter

The Shire continues to strengthen its business-friendly environment through proactive promotion, engagement, and support initiatives that encourage investment, competition, and productivity. The Invest and Visit Harvey Region program continues to market the Shire's business and investment opportunities, supported by collaboration across internal functions and engagement with local and regional stakeholders.

During the quarter, business engagement and promotion activities have continued in line with strategic objectives, supporting local enterprise development and reinforcing the Shire's position as an attractive location for investment. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

Economic Development:

Promotion of Invest and Visit Harvey Region continues in accordance with Council budgets and strategic plans. Quarterly Small Business Friendly reporting requirements continue to be met, supporting recognition of the Shire's commitment to business support and continuous improvement.

A compliance and reputational risk exists should business and small business information provided to the community not be kept current; however, this is considered a low risk and is managed through regular review. The Economic Development Strategy has been adopted and will assist in delivering this objective and the majority of related service outputs, with any residual reputational risk associated with strategy implementation also considered low.

Business engagement initiatives, including workshops and networking events delivered in collaboration with regional partners, continue to support local enterprise capability, foster collaboration, and encourage investment attraction. Ongoing engagement with local businesses and stakeholders continues to inform economic development priorities and support a responsive and business-friendly operating environment.



Performance

Outcome:

A representative leadership that is future thinking, transparent and accountable.





Scenario 21: Failure to continue to deliver proactive and responsible leadership and governance

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Governance	• Update internal processes, policies, and registers accordingly. • Compliance Reporting and Statutory Returns. • Prepare and submit the Compliance Audit Return annually. • Coordinate the Regulation 17 Review (risk management, internal control, and legislative compliance). • Policy creation and Governance Support. • Provide legal and policy advice to Elected Members and Shire Officers. • Delegations. • Training and Awareness Governance, Internal Controls and Probity.
Human Resources	• Oversee performance reviews and support improvement processes. • Deliver corporate training, manage competency records, and support staff development.



Scenario 21: Failure to continue to deliver proactive and responsible leadership and governance

Information and Communication Technology Management	• Records Management (incl. PRIS compliance). • Manage the Shire's corporate records in accordance with the State Records Act 2000 and PRIS legislation. • Recording of Council Meetings. • Ensure timely responses, redactions, and records access processes. • Ensure compliance with privacy legislation and best-practice security standards.
Council Planning and Performance	• Coordinate the development, review and implementation of the Shire's Council Plan and supporting Service Plans in alignment with the Integrated Planning and Reporting (IPR) Framework. • Facilitate community and stakeholder engagement to inform strategic and operational planning, ensuring alignment with community needs and priorities. • Monitor and report on the implementation of the Council Plan and Service Plans, including quarterly performance reporting and annual reporting in line with statutory requirements. • Integrate financial, asset and workforce information into Council Plan and Service Plan development processes. • Provide advice and support to the Executive and Council on planning obligations, performance monitoring and continuous improvement.
Risk Management	• Maintain and update the Risk Management Framework in line with ISO 31000:2018. • Conduct organisational risk profiling and assessments. • Maintain and monitor the Shire's central risk register. • Provide risk and compliance advice to business units. • Deliver risk management training and awareness programs. • Prepare regular risk reports for the Executive and Audit Committee. • Support insurance renewals, claims handling, and risk mitigation strategies with the Shire's insurer.



Scenario 21: Failure to continue to deliver proactive and responsible leadership and governance

Work Health and Safety

- Maintain and review the WHS Risk Register and other safety data systems.
- Monitor WHS performance and report on trends and metrics to the Executive and Safety Committees.

Risk Rating: High

Comments for Quarter

The Shire continues to support proactive and responsible leadership and governance through the timely delivery of Council and Committee reporting, ensuring transparent and informed decision-making in accordance with legislative requirements. During the quarter, Council considered a range of strategic, financial, and governance matters, supported by structured reporting and ongoing monitoring of the Council Action Register to ensure effective implementation of decisions. Governance oversight continues to be strengthened through Audit Risk and Improvement Committee reporting, covering strategic risk, audit, compliance, and work health and safety matters. Residual risk across contributing areas is High (12), reflecting ongoing transitional risks associated with the review and replacement of core systems and ERP considerations, along with PRIS legislative change.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

Executive and Governance Services:

Complaint enquiries are increasingly being used to seek consideration of large volumes of material that extend beyond the scope of a complaint investigation. In many instances, the primary purpose of the correspondence appears to be obtaining information, explanations, or the Shire's opinion on particular matters, rather than raising a complaint about administrative action or service delivery. This creates complexity in complaint management and can result in disproportionate administrative effort. Consideration is being given to the appropriate management of high-volume information requests and their intersection with the Freedom of Information Act 1992 and the Privacy and Responsible Information Sharing (PRIS) framework to ensure requests are managed through the most appropriate legislative and administrative pathway.



Scenario 21: Failure to continue to deliver proactive and responsible leadership and governance

Information Services:

Records Management processes remain fully compliant with the State Records Act 2000. Privacy and Responsible Information Sharing (PRIS) processes are in line with readiness expectations, with significant work completed ahead of the 1 July 2026 go-live for the privacy components of the legislation. All corporate records, including Council meeting recordings, staff and councillor emails, and key documentation, continue to be accurately captured and securely managed, with redaction and public access processes undertaken promptly and in line with privacy legislation and best-practice security standards. During the quarter, building damage required a temporary relocation of Council meetings, during which recording was limited but remained compliant, with no issues encountered relating to storage or compliance. While records and information-management processes themselves are assessed as low to moderate, the ongoing review and potential replacement of core systems and ERP platforms continues to present a transitional risk exposure, consistent with prior quarters, and remains the primary driver of the residual High (12) rating for this risk. This exposure will continue to be monitored, with the rating expected to reduce once the systems transition is completed and stabilised.

Council Planning and Performance:

Council Planning and Performance activities continue to support integrated planning and evidence-based decision-making. Recent engagement with staff has produced data to inform the development of the 2026–2030 Workforce Plan, which will be used to proactively strengthen the organisation and support responsible leadership and governance into the future.



Scenario 22: Failure to continue to deliver customer-centred service, communication and engagement.

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Customer Experience	• Respond to customer enquiries in person, over the phone, and digitally. • Log, track, and resolve customer requests and issues using CRM. • Ensure accurate and timely responses to written correspondence and complaints. • Support community access to information and Shire Buildings and services.
Governance	• Public Interest Disclosure Handling. • Complaints Management.
Council Planning and Performance	• Facilitate community and stakeholder engagement to inform strategic and operational planning, ensuring alignment with community needs and priorities • Integrate financial, asset and workforce information into Council Plan and Service Plan development processes • Lead implementation of IPR reforms and ensure alignment with best practice and Department of Local Government guidance



Scenario 22: Failure to continue to deliver customer-centred service, communication and engagement.

Risk Rating: Low

Comments for Quarter

The Shire continues to deliver customer-centric services that support equitable community access to information, facilities, and services, underpinned by responsible governance, sound information management, and integrated planning. Governance reforms endorsed in prior periods continue to be embedded, strengthening transparency, consistency, and compliance in Council decision-making. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are operating effectively and maintaining risk within acceptable parameters in accordance with the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Customer Experience:

Customer Experience continues to support community access to Shire services through responsive engagement across in-person, telephone, and digital channels. A new Customer Relationship Management (CRM) program is being introduced to improve the customer service experience and enhance the Shire's ability to log, track, and manage customer requests and service delivery. The planned review and update of the Customer Service Charter had been scheduled for the current calendar year; however, given increased workloads associated with the CRM implementation and other Datacom modules, it is now expected to be undertaken in the 2026/27 financial year. While implementation is ongoing, existing processes continue to support timely responses to enquiries, correspondence, and complaints, ensuring continuity of service and community access to information, facilities, and services.

Governance:

The Shire implemented the updated Behavioural Complaints Framework to align with recent legislative reforms, strengthening transparency, consistency and procedural fairness in the management of councillor conduct matters. Governance also supported the induction of the newly appointed independent Chair of the Audit, Risk and Improvement Committee, further strengthening oversight of risk, compliance and organisational performance.



Scenario 22: Failure to continue to deliver customer-centred service, communication and engagement.

Information Services:

Privacy and Information Services continues through the management of information access, records, and privacy obligations. Key activities include administration of Freedom of Information (FOI) requests, oversight of information governance practices, and ensuring appropriate handling and protection of sensitive information, supporting transparency, legislative compliance, and accountable decision-making across the organisation.

Council Planning and Performance:

Council Planning and Performance activities continue to support integrated planning and evidence-based decision-making. Reports continue to be produced on time and uploaded to the website to inform the community of the Shire's progress towards its goals, with the risk of reports not being generated on time assessed as low. Community and stakeholder engagement continues to inform strategic and operational planning, ensuring alignment with community priorities, while financial, asset, and workforce data continues to be integrated into Council Plan and Service Plan development processes.



Scenario 23: Failure to build partnerships and work collaboratively to amplify positive outcomes that can be achieved.

Risk Themes

Business and Community Disruption	Failure to Fulfil Compliance Requirements	Ineffective Employment Practices
Ineffective Management of Facilities / Venues / Events	Inadequate Asset Sustainability Practices	Inadequate Engagement Practices
Inadequate Work Health and Safety Practices		

Mitigating Service Outputs

Service	Mitigating Outputs
Marketing, Advocacy and Communication	• Public consultations and surveys. • Community engagement plans. • Workshops and community meetings. • Stakeholder relationship management. • Reporting on engagement outcomes. • Partnership, Grant and sponsorship promotions.
Community Development	• Support for Aboriginal community engagement and Reconciliation Action Plan activities. • Delivery of age-friendly and seniors programming in collaboration with community partners. • Administration of community grants programs and in-kind support for local groups. • Engagement with community advisory groups, committees, and stakeholder networks. • Collaboration with non-profits, agencies and schools on local solutions.
Economic Development	• Grant facilitation support and project advocacy. • Industry roundtables and business community engagement. • Collaboration with the Bunbury Geopraphe Economic Alliance and local chambers.



Scenario 23: Failure to build partnerships and work collaboratively to amplify positive outcomes that can be achieved.

Risk Rating: Low

Comments for Quarter

The Shire continues to strengthen community and stakeholder partnerships through collaboration, engagement and shared initiatives that support inclusive participation and positive regional outcomes. Community Development maintains active engagement with Aboriginal stakeholders, local organisations, advisory groups and service providers to co-design and deliver community programs and initiatives. The Marketing and Communications team continues to work closely with the Shire President and Chief Executive Officer to support relationship-building and amplify positive partnership outcomes. Residual risk across contributing areas remains Low (4), consistent with the Shire's risk tolerance.

Based on the current assessment, risk controls continue to be rated Adequate, meaning they are performing as would reasonably be expected under the circumstances and are effectively maintaining risk within acceptable parameters as defined by the Shire's Risk Management Framework.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Community Development:

Community Development continues to support inclusive community development through engagement with Aboriginal stakeholders in progressing the Reconciliation Action Plan, delivery of age-friendly and seniors programming in collaboration with community partners, administration of community grants and in-kind support for local groups, and ongoing liaison with advisory groups and stakeholder networks. Collaboration with non-profit organisations, agencies and schools continues to support coordinated local solutions and strengthened social outcomes.

Marketing, Advocacy and Communication:

Development of the Community Engagement Charter progressed during the reporting period; however, progress has been paused pending confirmation by the State Government of the proposed templates to be used. The Shire is nonetheless proceeding with plans to review the Community Engagement Policy and proposed Charter with Council in the first quarter of 2026/27. Advocacy efforts continued during the quarter, including meetings with Minister Punch MLA and Minister Beazley MLA to progress key regional priorities. Stakeholder relationship management continues through coordinated external communications and structured engagement processes.



Scenario 23: Failure to build partnerships and work collaboratively to amplify positive outcomes that can be achieved.

Economic Development:

Collaborative initiatives with business networks, including partnership events with BGCCI, continue to support regional connectivity and economic engagement. These activities contribute to strengthened business relationships and broader community wellbeing outcomes.



How could the lifestyle be even better in the Shire of Harvey?

Please reach out to the Shire of Harvey to share your thoughts and ideas.



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(08) 9729 0300



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Special thanks for images provided by

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- Bianca Turri
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2025-2026

Workplace Health & Safety Governance Report – Quarter Four, 2025–2026



SHIRE OF
HARVEY

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Acknowledgement of Country

The Shire of Harvey acknowledges the traditional custodians of the land and their continuing connection to land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders and Emerging Elders both past and present.



OUR VISION

Together, towards an even better lifestyle.

We value

Effective stewardship of our environment and heritage;

A safe community that has a strong community spirit and sense of belonging;

Effective communication and cooperation;

Strong leaders and fair decisions; and

Our heritage – acknowledging our history in creating our future.

We are committed to being an inclusive, enterprising and engaging community that:

Actively works together and respects each other;

Acts with honesty, integrity and fairness; and

Is open-minded, approachable, tolerant and responsive.

Executive Summary

This Work Health and Safety (WHS) Governance Report is provided to Council and the Audit Committee to support oversight of the Shire’s obligations under the *Work Health and Safety Act 2020 (WA)*. The report presents high-level performance indicators, trends, and emerging risks to provide assurance that WHS risks are being identified, managed, and monitored effectively across the organisation.

The Shire of Harvey, as the Person Conducting a Business or Undertaking (PCBU), holds the primary duty of care for work health and safety. Statutory due diligence duties apply to officers of the PCBU, including the Chief Executive Officer and senior executive employees who make decisions affecting the whole or a substantial part of the organisation.

Council members are not officers of the PCBU when acting in their elected capacity and do not hold officer due diligence duties under the WHS Act. Council’s role is one of governance oversight — setting strategic direction, allocating resources through policy and budget decisions, monitoring organisational performance, and seeking assurance that the PCBU and its officers are meeting their WHS obligations.

This report focuses on governance-level assurance rather than operational detail and does not include personal, medical, or sensitive employee information.

Officers of the PCBU – Executive Leadership



Annie Riordan
CEO



Dean Winter
Director
Corporate Services



Suzie Haslehurst
Director
Community and Lifestyle



Patrick Hughes
Director
Sustainable Development



Craig Yardley
Director
Infrastructure Services

Background and Purpose

The Shire has a legislative obligation to provide a safe and healthy working environment for workers, contractors, volunteers, and visitors. Effective WHS governance requires clear accountability and appropriate separation between Council, executive management, and operational areas.

This report supports Council and the Audit Committee by providing visibility over WHS performance trends, key risk areas, and system effectiveness, while maintaining a clear distinction between governance oversight and day-to-day WHS management.

Legislative and Regulatory Framework

The Shire of Harvey operates within a multi-layered regulatory and governance framework for work health and safety. As a local government, the Shire is a person conducting a business or undertaking (PCBU) under the *Work Health and Safety Act 2020 (WA)* and is required to comply with the Act, the *Work Health and Safety (General) Regulations 2022 (WA)*, and applicable Codes of Practice issued by WorkSafe WA. These instruments establish the Shire's primary duties to provide, so far as is reasonably practicable, a safe working environment for workers, contractors, and others affected by its operations.

Oversight of WHS compliance is governed by WorkSafe WA, which undertakes inspections, investigations, and enforcement activities on a risk-based or event-driven basis, rather than through routine scheduled audits. Broader governance and accountability are overseen through the *Local Government Act 1995 (WA)*, including section 5.41, which assigns responsibility to the Chief Executive Officer for the day-to-day management of the local government and its staff. In this context, strong internal policies, procedures, and review mechanisms are critical to ensuring ongoing compliance and continuous improvement in safety performance.

WHS Reportable Key Performance Indicators Comments

The KPIs in this report provide assurance regarding system effectiveness, risk trends, compliance, and consultation processes, while maintaining appropriate confidentiality.

Explanation of Assurance Status:

Assurance Status	Summary
Optimal	Controls are strong, consistent, and well-maintained.
Substantial	Controls work well overall, with minor improvements needed.
Partial	Controls are somewhat effective but have noticeable gaps.
Ineffective	Controls are weak and do not operate reliably.
Unacceptable	Controls are largely absent, inadequate, or not functioning.

KPI Area	Measure(s)
Governance and Advisory Services	- WHS coordination and advisory services - Governance reviews and system improvements - Policy and procedure updates
Incident and Hazard Reporting	- Aggregate incident reporting - Psychosocial incidents - Hazards and near misses
Injury Management and Workers' Compensation	- Active and new claims - Return-to-work programs - LGIS engagement
Health, Well-being and Support Programs	- EAP utilisation - Wellbeing initiatives
Drug and Alcohol Management	Aggregate testing activity
Training and Education	- Training Activities - Inductions and refreshers
Consultation and Worker Engagement	- Safety committee meetings - Toolbox talks and briefings - Consultation activities

WHS Reportable Key Performance Indicators Comments

Governance and Advisory Services

The Requirement

Under the *Work Health and Safety Act 2020 (WA)*, the PCBU must have effective WHS systems, policies, and processes in place to manage health and safety risks. Officers of the PCBU must exercise due diligence to ensure these systems are resourced, implemented, and reviewed. Governance and advisory services, system reviews, and policy updates support compliance with these legislative requirements.

Shire of Harvey has constructed a WHS Management System (WHSMS) to:

- Provide and maintain healthy and safe workplaces
- Promote leadership, accountability and worker engagement
- Pursue progress through adaptive risk management
- Prevent work-related injury and ill health, and promote wellbeing
- Prevent environmental impact
- Demonstrate due diligence and continually improve performance.

Why do we need a WHSMS?

- Facilitate the way the Shire of Harvey operates to make HSE personal, useful, effective, and the way we do things
- Systematise the Shire of Harvey's activities, data and compliance
- Align with other Shire of Harvey frameworks – risk, policy, legal
- Demonstrate industry best practice
- Demonstrate due diligence and improve performance
- Strengthen the confidence of our regulators and customers and enhance our reputation.

Governance and Advisory Services – continued...

KPI Area	Governance and Advisory Services
Assurance Status	Partial
Current Position	The additional full-time equivalent resource within the safety team is now fully operational, strengthening the Shire of Harvey's capacity to meet its work health and safety obligations. The review of safety management continued during the quarter: the Incident Management Procedures were reviewed and a replacement Incident, Near Miss and Hazard Observation Management Procedure is being finalised. The Drug and Alcohol Management Organisational Directive was finalised and commenced on the 1st of July. The Workplace Health and Safety Committee was re-established, holding its inaugural reconvened meeting on 17 June.
Planned Actions or Focus Areas	With the Safety Committee now re-established, focus is shifting to embedding it — finalising the committee's terms of reference, settling a regular meeting cadence, and using it to strengthen consultation and oversight of safety risks. Work continues to align safety reporting with organisational risk management and service planning, and to progress trend analysis, targeted audits, and workforce training.

Measure	Number
WHS coordination and advisory services	Reporting moving to new software
Governance reviews and system improvements	1 (PULSE software package rollout)
Policy and procedure updates	3 taken to Committee for consultation

Incident and Hazard Reporting

The Requirement

The *WHS Act 2020 (WA)* requires the PCBU to identify hazards, manage risks, and maintain systems for reporting and responding to incidents, hazards, and near misses, including psychosocial hazards. Aggregate reporting supports governance oversight by enabling trend analysis and early identification of emerging risks.

KPI Area	Incident and Hazard Reporting
Assurance Status	Partial
Current Position	The Shire of Harvey WHS business unit has been diligently working to cultivate a culture of reporting concerning all workplace safety hazards and incidents. This initiative not only facilitates the identification of any damage, injury, or harm that has occurred, but also aids in the recognition of potential leading causes of such incidents, allowing for their mitigation before an incident can take place. Hazard reports serve as a proactive measure for risk prevention. Recent data indicates a notable increase in reporting during the 2025-2026 period, reflecting the early stages of a crucial cultural shift (refer to the incident table below).
Planned Actions or Focus Areas	With the backing of the PCBU and the development of new procedures, the Shire can begin the transition from current reactive practices to a cumulative, proactive approach.

Measure	Number
Aggregate incident reporting	29 (Hazard and near miss reporting, property damage, injury)
Psychosocial incidents	2
Hazards and near misses	8

Injury Management and Workers' Compensation

The Requirement

The *WHS Act 2020 (WA)* and the *Workers' Compensation and Injury Management Act 1981 (WA)* require the employer to support injured workers through effective injury management and return-to-work systems, and to manage workers' compensation claims in accordance with legislative requirements. Aggregate reporting supports governance oversight of system effectiveness.

KPI Area	Injury Management and Workers' Compensation
Assurance Status	Partial
Current Position	The assurance status for Quarter 4 is currently partially effective. With 2 new claims, 2 closed, and 4 active in total, overall claim numbers remain relatively low. However, factors such as the aggravation of existing injuries and gaps in early reporting and intervention continue to be the primary contributors to new claims. Of these claims, 3 are on a Return-to-Work Program (RTWP), including one long-term time-lost injury. Controls will be maintained while early intervention and injury management strategies are strengthened, with a focus on timely reporting, proactive case management, and support to prevent the escalation of existing conditions into new claims.
Planned Actions or Focus Areas	Building on the Fitness to Work procedure now in use, process development continues to require staff with major injuries to complete a Fitness for Work assessment before returning to work following a workers' compensation claim.

Measure	Number
Active and new claims	2 new, 2 closed, 4 total
Return-to-work programs	7 (3 WC, 4 external)
LGIS engagement	Contacted twice.

Health, Wellbeing and Support Programs

The Requirement

The *WHS Act 2020 (WA)* requires the PCBU to manage risks to both physical and psychological health. Health, wellbeing, and support programs, including EAP and wellbeing initiatives, support compliance with this duty by assisting in the prevention and management of psychosocial risks.

KPI Area	Health, Wellbeing and Support Programs
Assurance Status	Partial
Current Position	Continued delivery and promotion of wellbeing initiatives, including 4 Healthy Heart seminars reaching 50 employees (part of a broader 3-stage program), 2 Mental Health First Aid sessions with 48 employees in attendance, and 4 Employee Scorecard Result Sessions totalling nearly 200 attendees. Psychosocial support has been reinforced through a staff-wide communication, alongside the distribution of Drug and Alcohol Awareness packs to enhance education and awareness.
Planned Actions or Focus Areas	Focus continues on strategic injury prevention through targeted health assessments such as audiometric, spirometry, and cardiovascular checks, supported by the scheme-funded program.

Measure	Number
EAP utilisation	7 'Employee' clients used a total of 9 sessions (April - May, no June)
Wellbeing initiatives	6

Drug and Alcohol Management

The Requirement

The WHS Act 2020 (WA) requires the PCBU to manage risks to health and safety, including risks arising from impairment at work. Drug and alcohol management arrangements support fitness-for-work obligations by helping to eliminate or minimise these risks.

KPI Area	Drug and Alcohol Management
Assurance Status	Partial
Current Position	The assurance status for Quarter 4 remains partially effective. The procedure has now been finalised, with registration and commercial contract arrangements for testing completed. Training for testing officers has also been finalised. One post-incident test was conducted during the period, with the post-incident process being utilised twice under the Fitness to Work procedure. Implementation readiness has now been achieved, with governance, contractual, and training requirements completed; focus will shift to ongoing execution and embedding of post-incident testing processes in line with the finalised procedure.
Planned Actions or Focus Areas	Testing to be conducted comprises random testing, post-incident testing, pre-employment testing, and reasonable-cause testing. Self / voluntary testing is encouraged and available; breathalysers have been registered and installed where required; and the commercial contract with Clinipath has been finalised. Rollout date: 1 July 2026.

Measure	Number
Aggregate testing activity	3 (2 - Fitness to work assessments)

Training and Education

The Requirement

The *WHS Act 2020 (WA)* requires the PCBU to provide workers with appropriate information, instruction, training, and supervision to ensure work is carried out safely. Training compliance, induction, and refresher programs support this obligation.

KPI Area	Training and Education
Assurance Status	Optimal
Current Position	All staff are up to date in mandatory training. During the period, First Aid training was delivered for Rangers, alongside Breathalyser training for relevant personnel and Mental Health First Aid training for staff.
Planned Actions or Focus Areas	With Mental Health First Aid delivered and testing-officer (BAC) training completed during the quarter — ahead of the 1 July drug and alcohol testing rollout — the focus now shifts to embedding these capabilities. Mandatory training compliance will be maintained, with continued targeted development in operational safety and psychosocial awareness for relevant roles. HR, WHS and Risk also attended a Regional Risk seminar hosted by LGIS.

Measure	Number
Training Activities	8 workshops; 3 first aid (2 MHFA, 1 PFA); 4 Healthy Heart.
Inductions and refreshers	16 new starters, and 10 student placements inducted.

Consultation and Worker Engagement

The Requirement

The *WHS Act 2020 (WA)* requires the PCBU to consult with workers on health and safety matters that may directly affect them. Consultation and engagement mechanisms support effective risk management and legislative compliance.

KPI Area	Consultation and Worker Engagement
Assurance Status	Partial
Current Position	The inaugural meeting of the reconvened Workplace Health and Safety Committee (WHSC) took place on 17 June, with all Directorate members present, thereby establishing a quorum. It is noteworthy that all four Directors and the Chief Executive Officer were in attendance.
Planned Actions or Focus Areas	The WHSC will prioritise issues relating to health, safety and wellbeing across the organisation, while promoting collaboration between management and employees. The specific activities carried out by the committee will vary depending on operational scope — organisation-wide or within local departments or services — and include: • consultation in the workplace and providing feedback to the work group. • workplace inspections. • promotion and education to workers on the safety reporting system. • involvement in investigations if required. • analysis of WHS and incident statistics. • reviewing policies and procedures. • actively promoting and complying with WHS policy and procedures. • completing action items in a timely manner. • promoting WHS activities. • participating in planning workplace changes (for example, redevelopment that may change access or pose a risk to workers and others). • discussing and disseminating safety alert information to work groups. • discussing WorkSafe WA interactions with the work group. • reviewing safety activities across the organisation.

Measure	Number
Safety committee meetings	1
Toolbox talks and briefings	3 - Monthly toolbox meetings continued; communication and culture development underway.
Consultation activities	New metric tracking commenced. Monthly toolbox meetings ongoing. WHSC convened.

Emerging Risks and Key Issues

Officers of the Person Conducting a Business or Undertaking (PCBU) are required to maintain up-to-date knowledge of Work Health and Safety (WHS) legislation, regulations, codes of practice, and recognised industry best practice. Failure to do so presents an emerging compliance and governance risk, particularly in a changing legislative and regulatory environment.

Key responsibilities include:

- Actively monitoring changes to WHS laws and standards
- Accessing reliable sources of safety information (e.g., legal updates, safety databases, regulator guidance)
- Ensuring that organisational procedures are reviewed and updated to reflect legislative changes

This knowledge forms the basis for informed decision-making and ensures our systems remain aligned with legal and contemporary WHS expectations.

The WHS function continues to support Officers in meeting their due diligence obligations under section 27 of the *Work Health and Safety Act (WA)*. Due diligence is not a one-off activity; it is a proactive and ongoing obligation. Officers must continually monitor changes that may affect WHS responsibilities and ensure that appropriate governance, resourcing, and control measures are in place to address emerging risks and maintain compliance with legislative requirements.

The Shire has conducted a review of its continued confined space entry activities, in which inconsistencies in process and procedure were found. Although personnel have received Registered Training Organisation (RTO) training and are executing the process in accordance with the relevant Code of Practice while following a safe work instruction, it is imperative to strengthen these arrangements by implementing a documented procedure that conforms to industry standards.

Pursuant to section 19 of the Work Health and Safety Act, a Person Conducting a Business or Undertaking (PCBU) is required to eliminate risks associated with working in confined spaces, or minimise them so far as is reasonably practicable, and to consult with workers on work health and safety matters and cooperate with other duty holders in workplace decision-making. Effective planning for confined space operations significantly mitigates the risk of accidents, thereby reducing the likelihood of fatalities and injuries among workers, ensuring compliance with workplace standards, and supporting a more motivated and productive workforce.

Development and implementation of a formal Confined Space Entry Procedure conforming to industry standards is to be prioritised, to close the gap identified above.

Forward Look – Next Quarter Actions

The WHS business unit has been engaging with PULSE to establish an intranet incident reporting portal. This platform will streamline the processes of data entry, assessment, investigation, and monitoring of corrective and preventive measures, facilitating their progression through to resolution with documented evidence secured. Within the WHS program, any employee who identifies a hazard during their routine activities must report it to the appropriate manager without delay; where a hazard can be rectified immediately, the manager is to consult the relevant health and safety representative to ensure swift elimination of the risk. It is acknowledged that some hazards may go unrecognised and that near misses are often not formally classified, underscoring the need for continued advancement of the Shire's safety initiatives.

As the financial year closes, focus will shift to the next stages of the Healthy Heart campaign, alongside key wellbeing and safety initiatives including R U OK? Day, Mental Health Week, and Safety Month. These activities will continue to support the organisation's broader health, safety, and psychosocial awareness priorities.

Planned WHS Actions for the Next Reporting Period

- Toolbox talks focused on situational awareness;
- Toolbox talks on how to write effective Safe Work Instructions;
- Toolbox talks on safety and the importance of communication;
- Safety and Health Representative elections;
- iAuditor inspections on high-risk activities;
- Tracking and defining HSE metrics with a focus on leading indicators;
- Developing PULSE HSE incident reporting tools.
- Development and implementation of a formal Confined Space Entry Procedure conforming to industry standards is to be prioritised.

