



Audit, Risk, and Improvement Committee Meeting

Attachments

**Harvey Council Chamber
Tuesday, 13 October 2026
2PM**

Audit, Risk and Improvement Committee Agenda - 13 October 2026

Attachments

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2026-2027

**Workplace
Health & Safety
Governance Report
– Quarter One,
2026–2027**



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



Tony Nottle
CEO (Temporary)



Dean Winter
Director
Corporate Services



Suzie Haslehurst
Director
Community and Lifestyle



Patrick Hughes
Director
Sustainable Development



Shane Faber
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 WHS team progressed several system improvements this quarter. The Corrective and Preventive Action (CAPA) process was endorsed by the Executive and Senior Leadership Teams, a Hazard Observation reporting module was developed in PULSE, and LGIS-scoped inspection check sheets were incorporated into WHS site evaluations. The Confined Space Procedure (CS1.0) was presented to the WHS Committee, and the WHS consultation procedures were presented to the Executive Leadership Team for review.
Planned Actions or Focus Areas	Next quarter, the WHS Policy will be reviewed at Council level. The Contractor Induction is currently being reviewed and will be released for stakeholder consultation. Contractor management has been identified as a priority, covering how the Shire engages, onboards and evaluates contractors and vendors. Learning sessions will also be delivered to support stakeholders in using the new CAPA process.

Measure	Number
WHS coordination and advisory services	LGIS-supported site inspections at Richardson Road Refuse Centre, Brunswick Channel Park Playground and HRCC. Ergonomic workstation assessment and WHS requirements evaluation for the DPTMP. Aggression de-escalation workshop booked for 40-50 workers.
Governance reviews and system improvements	3 system improvements: CAPA process endorsed by ELT and SLT; Hazard Observation reporting module developed in PULSE; LGIS-scoped inspection check sheets added to site evaluations.
Policy and procedure updates	3 updates progressed: CAPA process endorsed by ELT and SLT; CS1.0 Confined Space Procedure presented to the WHS Committee; WHS consultation procedures presented to ELT for review.

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	Incident and hazard management systems were strengthened this quarter. The CAPA process was endorsed by the Executive and Senior Leadership Teams, a Hazard Observation reporting module was developed in PULSE, and LGIS-scoped inspection check sheets were added to site evaluations to keep inspections aligned with compliance standards. Work is under way to identify the key performance indicators that matter most to the organisation.
Planned Actions or Focus Areas	Engagement with the Executive Leadership Team will be a priority in the next iteration of WHS reporting, with a focus on strengthening the use of leading indicators and rolling out the Hazard Observation Module to support consistent and proactive hazard reporting across the workforce.

Measure	Number
Aggregate incident reporting	WorkSafe reportable: 1, a lost time injury exceeding 10 days Lost time injuries: 1, muscular injury to the arm Medical treatment injuries: 0 First aid injuries: 2, a migraine and a head cut Near misses: 3, all psychosocial from public aggression
Psychosocial incidents	2 psychosocial matters identified through the HR Wellbeing Officer, and 3 psychosocial near misses from public aggression recorded in the WHS incident register.
Hazards and near misses	3 near misses, all psychosocial from public aggression. A Hazard Observation reporting module has been developed in PULSE to improve hazard reporting.

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	Substantial
Current Position	A slight increase in claim numbers was recorded this quarter, primarily due to the aggravation of a pre-existing injury. Two new claims were lodged, of which one was denied and one deferred, bringing total claims to five. Current claims remain active and continue to be managed through rehabilitation, return-to-work and injury management processes. One return-to-work program is in place, and previous programs for non-work-related injuries were completed successfully.
Planned Actions or Focus Areas	Continue active management of current claims through rehabilitation, return-to-work and injury management processes.

Measure	Number
Active and new claims	2 new claims, 1 denied and 1 deferred. 5 claims in total.
Return-to-work programs	1 active return-to-work program. Previous programs for non-work-related injuries were completed successfully.
LGIS engagement	5 LGIS on-site visits, including facility inspections at Richardson Road Refuse Centre, Brunswick Channel Park Playground and HRCC, and an ergonomic workstation assessment. LGIS also evaluated WHS requirements for the DPTMP and consultation is ongoing.

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	Optimal
Current Position	Wellbeing initiatives continued this quarter. 34 employees took part in the Great West Aussie Adventure, a statewide physical activity challenge involving 38 other local governments, promoting physical health, team engagement and wellbeing. R U OK? Day wellbeing packs were provided to all 290 employees to support mental health awareness. Eight employees used the Employee Assistance Program, accessing a total of 22 sessions.
Planned Actions or Focus Areas	Focus continues on strategic injury prevention through targeted education and health assessments supported by the scheme-funded program. The Shire will also complete various activities through October Safety Month aimed at employee health and wellbeing.

Measure	Number
EAP utilisation	8 employees accessed the EAP, using a total of 22 sessions between 1 July and 30 September 2026.
Wellbeing initiatives	2 initiatives: R U OK? Day, with wellbeing packs provided to all 290 employees, and the Great West Aussie Adventure, with 34 employees taking part.

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	Substantial
Current Position	With implementation readiness achieved, the focus is now on operational delivery. Four tests were conducted this quarter, with increases in both post-incident and pre-employment testing (including new staff onboarding), supporting compliance with the Drug and Alcohol Procedure and reinforcing the Shire's commitment to workplace safety.
Planned Actions or Focus Areas	Continue the operational delivery of testing in line with the Drug and Alcohol Procedure.
Measure	Number
Aggregate testing activity	4 tests conducted, covering post-incident and pre-employment testing, including new staff onboarding.

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	Substantial
Current Position	Key activities during the quarter included delivery of the LGIS Workplace Behaviours Workshop, development of new e-learning modules focused on inclusive recruitment and interviewing practices, and a review of training and licensing systems to strengthen compliance, record keeping and workforce capability management. Two Health and Safety Representatives completed the accredited five-day HSR training course during August and September. The quarter also saw the induction of seven new employees and two student/work experience placements.
Planned Actions or Focus Areas	A third Health and Safety Representative will complete the five-day course in October. A face-to-face aggression de-escalation workshop has been booked, with 40-50 workers expressing interest.

Measure	Number
Training Activities	2 Health and Safety Representatives completed accredited 5-day HSR training in August and September. 1 further HSR is enrolled for October. No formal group training events were held.
Inductions and refreshers	9 inductions: 7 new employees and 2 student or work experience placements.

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 consultative process is advancing positively. The WHS Committee met in July and September, and all meetings since the start of the calendar year have achieved a full quorum. Action items are monitored, and WHS initiatives are transparent and in line with legislative requirements. WHS consultation procedures have been presented to the Executive Leadership Team for review.
Planned Actions or Focus Areas	Engage the Executive Leadership Team in developing the WHS consultative procedure so it clearly sets out how the Shire consults with all workplace participants, including workers, contractors, subcontractors, trainees and volunteers.

Measure	Number
Safety committee meetings	2 WHS Committee meetings held, in July and September 2026.
Toolbox talks and briefings	Daily pre-start briefings conducted.
Consultation activities	3 planned consultation activities on policy and incident management changes.

Emerging Risks and Key Issues

Key emerging issues this quarter are:

- Psychosocial risk from public aggression, with three near misses recorded
- Contractor management, where the way the Shire engages, onboards and evaluates contractors needs strengthening
- Consultation documentation that does not adequately cover contractors, subcontractors, trainees and volunteers
- Aggravation of pre-existing injuries contributing to new workers' compensation claims

Forward Look – Next Quarter Actions

With the CAPA process endorsed and the Hazard Observation Module developed this quarter, the focus for Q2 2026-27 moves to embedding these tools, progressing WHS procedures with the Executive Leadership Team, and strengthening contractor management.

Planned WHS Actions for the Next Reporting Period

- Review the WHS Policy
- Review the Contractor Induction and send it for consultation with Shire stakeholders
- Deliver CAPA learning sessions for stakeholders
- Engage ELT in WHS procedure and consultative procedure development, and in moving reporting toward leading indicators
- Deliver the aggression de-escalation workshop (40-50 workers)
- Third Health and Safety Representative to complete five-day training in October





SHIRE OF
HARVEY

Strategic Risk Quarterly Report 2026-2027

Quarter One

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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 as of Quarter 1, 2025–2026.

Under the following headings:

- **Applicable Strategic Risks:**
List of applicable strategic risks.
- **Mitigating Services:**
List of applicable services the shire provides as per the Shire of Harvey's Service Plans 2026–2027.
- **Service Area Risk Mitigating Outputs:**
Applicable outputs of each service that work to mitigate the Risk Scenario.
- **Quarterly Comment:**
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

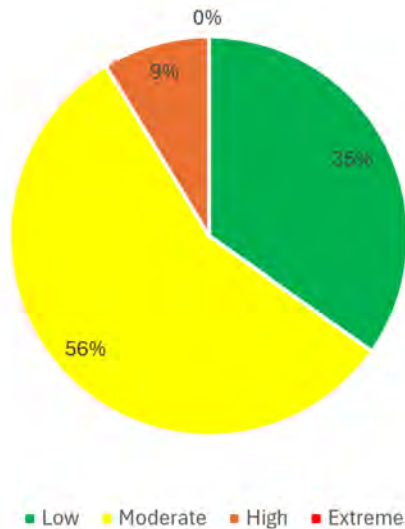
The risk rating achieved after the application of risk treatments, calculated by the updated consequence x updated likelihood.

Quarterly Comment

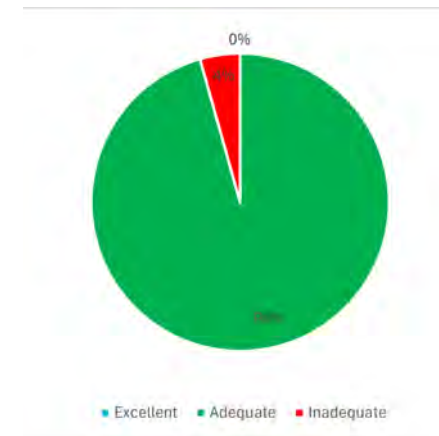
A summary comment on the status of the risk, followed by applicable comments grouped by mitigating services.

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.	13	56%
High	Risk is acceptable with excellent controls, managed by Executive Leadership Team.	2	9%
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

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.

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.



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

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 manage community safety risks through proactive enforcement, emergency preparedness, community wellbeing initiatives, resilient Information and Communication Technology (ICT) systems and the ongoing maintenance of public infrastructure. During the quarter, Ranger Services strengthened inter-agency preparedness through the Local Emergency Management Committee exercise and progressed bushfire mitigation planning ahead of the coming season, while ICT commenced delivery of initiatives under the recently adopted cybersecurity and digital transformation plans. 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 maintained proactive patrols across public reserves, beaches, parks and identified hotspot locations to deter anti-social and unlawful behaviour and respond to incidents in a timely manner. Rangers participated in the Local Emergency Management Committee (LEMC) exercise held in September 2026, which tested emergency preparedness and strengthened inter-agency coordination and response capability.

Bushfire risk mitigation planning also progressed during the quarter, with contractor quotations received and appointments being finalised so that priority mitigation works can commence. These works will reduce fuel loads and support community safety and resilience through the upcoming bushfire season.

Community Development:

Community Development continues to support community safety and wellbeing through the Community Safety and Wellbeing Plan and the Access and Inclusion Plan, with a focus on mental health, social connection and inclusion for vulnerable and at-risk community members.



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

Information and Communication Technology Management:

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

Initiatives under the Cybersecurity Policy, Strategy and Plan 2026-2030 and the Digital Transformation Strategy and Plan 2026-2030 are now underway and will continue to be delivered over the next four years, further reducing cybersecurity risk and the risks associated with outdated manual systems and processes. Residual exposure to extended power, hardware or software disruption remains and continues to be managed through existing redundancies. Overall ICT risk remains Moderate (9), with no significant factors currently affecting delivery of service outputs.

Civil Construction and Maintenance:

Road renewal and infrastructure works continue in line with the adopted capital works program, supporting a safer transport network. Footpath inspections remain ongoing, with defects addressed as they are identified to minimise hazards to the community.



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

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.
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.



Scenario 2: Failure to facilitate healthy and active

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 support healthy, active and inclusive communities through recreation, wellbeing and public health programs delivered across Community Development, Recreation and Leisure, Public Gardens and Ovals, Environmental Health, Civil Construction and Special Projects. These services continue to encourage participation, safety and wellbeing for people of all ages and abilities. During the quarter, the Dr Peter Topham Memorial Swimming Pool in Harvey was closed for the 2026-27 season while a detailed condition investigation of the ageing facility is undertaken, temporarily reducing access to aquatic recreation in the Harvey district. 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 Dr Peter Topham Memorial Swimming Pool will not open for the 2026-27 season while a forensic investigation into the condition of the facility is completed. Site investigations, including groundwater monitoring and soil testing, progressed during the quarter, and the Shire is working with neighbouring local governments and the State Government to advocate for support to address ageing aquatic infrastructure. Residents continue to have access to aquatic programs at the Leschenault Leisure Centre.

The new Harvey Bulls Football Club changerooms were completed during the quarter, delivered in partnership with the club and external funding partners, providing modern, gender-neutral facilities that support participation in community sport.

The Harvey Recreation and Cultural Centre (HRCC) remains a key community hub, offering gym and fitness facilities, function spaces, childcare services and a wide range of sport, recreation, arts and cultural programs. Consistent delivery of Outside School Hours Care (OSHC) continues to depend on access to qualified educators, with workforce availability, transport constraints and the need for a longer-term dedicated childcare facility remaining ongoing pressures.



Scenario 2: Failure to facilitate healthy and active communities

Aquatic programs and sports competitions at the Leschenault Leisure Centre (LLC) continue to be well utilised. Workforce stabilisation following earlier staffing pressures continues to support reliable operation of the aquatic facilities, and the building review and targeted maintenance and asset management planning continue to support the long-term sustainability of the centre.

Community Development:

Community Development continues to deliver Access and Inclusion Plan initiatives, youth development programs that build leadership and positive pathways, and age-friendly programming that supports active ageing and social connection.

Special Projects:

Minor construction works continue to be delivered through established contract administration processes, with risks relating to design documentation, procurement and contractor performance managed through procedures, monitoring and quality assurance.

Public Gardens, Ovals and Streetscapes:

Programmed mowing, oval preparation and surface renovations continue across parks and reserves, supported by regular safety inspections and maintenance so that public spaces remain safe and functional. Appropriate controls continue to be applied through the project planning and procurement phases.

Environmental Health:

Environmental Health services continue to deliver current outputs within existing capacity.

Civil Construction and Maintenance and Design and Development:

Footpath and road improvement works identified in the budget continue to be delivered in line with community feedback and infrastructure priorities. Major subdivision development applications continue to be assessed, including the provision of public open space, active recreation areas, pathways, drainage and engineering controls that contribute to connected and active communities.



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

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 encourage participation in arts, culture and creative activities through community development, cultural programming, library services and support for local events. Community Development continues to progress the Reconciliation Action Plan with Aboriginal stakeholders, deliver age-friendly and multicultural initiatives and administer community grants, while the Harvey Recreation and Cultural Centre (HRCC) continues to present cultural performances and community programs. As the event season commences, Environmental Health is managing an increasing volume of event applications. 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 beyond the developments outlined below, with service delivery across the remaining contributing areas continuing consistent with the previous quarter.

Environmental Health:

The first major event of the season is progressing through assessment and safety compliance processes. A steady flow of medium and low risk event applications is being received as the event season begins, and the quarter saw an increase in low risk events scheduled before the end of 2026. This increased demand is placing pressure on officer capacity to meet other statutory obligations and will continue to be monitored through the season.

Community Development:

Community Development continues to work with Aboriginal stakeholders to progress the Reconciliation Action Plan, deliver age-friendly and seniors programming with local partners, and administer community grants and agreements that enable cultural participation and community-led initiatives. Support for local events continues to foster creative expression and community connection.

Recreation and Leisure:

The HRCC continues to deliver inclusive, age-appropriate programs and to coordinate cultural and community events, providing accessible cultural opportunities for children, families and the wider community. Implementation of the three-year audience engagement strategy for First Nations Performing Arts continues, supporting Aboriginal artists and storytelling.



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

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.

Libraries:

Library programs, including early years literacy sessions, school holiday activities, outreach initiatives and community interest groups, continue to support lifelong learning, cultural engagement and social connection. Work continues with the Lessor Town Hall to make the building suitable for the temporary library facility.





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

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 wellbeing at every stage of life through inclusive programs, accessible services and collaborative partnerships. Community Development delivers youth engagement, age-friendly and mental health initiatives, Child Care services provide regulated early education and school holiday care that meets compliance requirements, and Recreation and Leisure programs continue to promote active lifestyles and social connection for people of all ages and abilities.

Demand for early years services remains an emerging pressure, with programs in Harvey operating at capacity and waitlists in place, pointing to a continuing gap between service availability and community need. Residual risk remains Moderate, reflecting the changing service environment and these 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, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Recreation and Leisure:

The Harvey Recreation and Cultural Centre continues to deliver programs tailored to early years, youth, seniors and people with disability, while the Leschenault Leisure Centre continues to offer aquatic, youth and junior sport programs that support participation across the community.

Community Development:

Community Development continues to deliver Access and Inclusion Plan initiatives, youth development programs including school engagement and



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

leadership activities, and age-friendly and seniors programming with community partners. Support for mental health, wellbeing and social connection initiatives remains in place.

Child Care Services:

Licensed childcare programs continue to be delivered during school holiday periods in line with regulatory and compliance requirements. Existing programs remain fully subscribed with waitlists in place, and capacity constraints continue to limit service availability. Collaboration with key early years organisations in Harvey continues to inform longer-term planning, with potential projects and service responses being investigated to address identified gaps and improve service capacity.



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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

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 support equitable access to services, facilities and places through inclusive planning, community engagement and infrastructure delivery. Community Development leads the Access and Inclusion Plan and the Reconciliation Action Plan and supports civic participation through advisory groups, while Civil Construction and Maintenance and Special Projects continue to improve accessibility and safety in public spaces through programmed works and inclusive design in capital projects. 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, progress the Reconciliation Action Plan with Aboriginal stakeholders, coordinate youth development programs and work with advisory groups and stakeholder networks to promote equitable access to services, facilities and participation opportunities.

Delivery of inclusive community infrastructure continues, including the playground upgrades previously endorsed by Council, which improve the accessibility of public open space. Engagement with equestrian and other user groups continues to inform the Sport and Recreation Strategy so that diverse community needs and access requirements are reflected in future planning.

Civil Construction and Maintenance and Special Projects:

Programmed road, path and facility works continue to improve access and safety in public spaces, and community consultation and inclusive design standards continue to be built into capital works 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

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 Access and Inclusion Plan initiatives, multicultural events and partnerships that celebrate diversity and cultural expression. Community Development works with advisory groups, local organisations and key stakeholders to promote understanding and participation across community groups. During the quarter, the Shire's Reflect Reconciliation Action Plan was published and formally endorsed by Reconciliation Australia, a significant milestone in strengthening relationships with Aboriginal stakeholders and embedding reconciliation in Shire practice. 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:

Following its endorsement by Reconciliation Australia, the Shire's Reflect Reconciliation Action Plan is now being implemented, and expressions of interest were sought for a Reconciliation Action Plan Working Group to guide delivery in partnership with Aboriginal stakeholders.

NAIDOC Week was celebrated with library programs and a community dinner held with the Harvey Aboriginal Corporation, at which local Elders and community leaders were recognised. Council also endorsed a set of cultural diversity initiatives for 2026-27, focused on engaging multicultural communities, welcoming new residents and improving awareness of interpreting services.

Community Development continues to coordinate multicultural events, cultural awareness activities and recognition programs that promote diversity and social cohesion, and engagement with advisory groups and stakeholder networks continues to support inclusive participation.



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

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 manage and protect natural habitats through monitoring, environmental compliance and collaboration with internal and external stakeholders. Ranger Services, Environmental Health, Environmental Protection and Parks each contribute to environmental risk mitigation through compliance, education and operational controls. During the quarter, Ranger Services noted increased off-road motorbike activity, illegally dumped vehicles and anti-social behaviour, and Environmental Health commenced training of a new officer in mosquito management. 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.

Ranger Services:

Ranger Services continued proactive patrols across public reserves, beaches, parks and identified hotspot locations to deter unlawful behaviour and respond to incidents in a timely manner. An increase in off-road motorbike activity and in illegally dumped vehicles was recorded across the Shire during the quarter, together with ongoing anti-social behaviour and issues associated with the use of e-rideables. These pressure points continue to be targeted through patrols, investigation of complaints and community education.

Environmental Health:

Response to priority pollution incidents has been maintained. A newly appointed officer has commenced training in mosquito management, supported by a mentoring program through the Contiguous Local Authorities Group (CLAG). Routine mosquito surveillance may be slower to deliver until the officer reaches full competency, and this will continue to be monitored.

Environmental Protection:

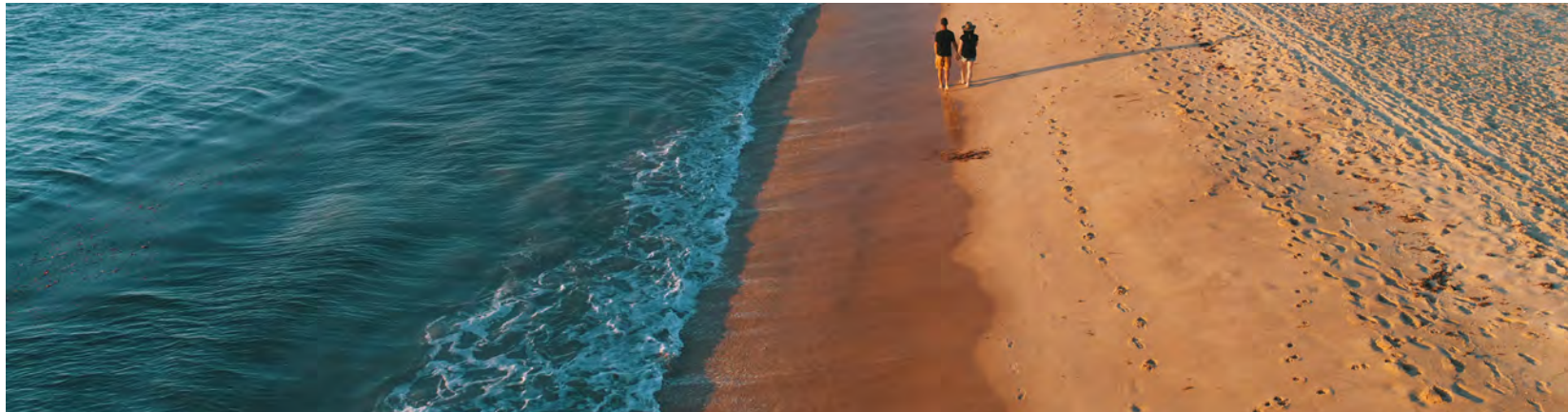


Scenario 7: Failure to manage and protect natural habitats and ecosystems

Environmental Protection continues to provide monitoring and advisory functions, including site inspections, compliance reviews and technical input into development and land use planning. Biodiversity considerations continue to be built into development assessments, and community education with schools and community groups continues to support habitat restoration and environmental stewardship.

Public Gardens, Ovals and Streetscapes:

Tree management continues under a risk-based assessment framework informed by condition assessments and service requests. Active space and natural asset audits continue to support asset management planning, and the gates and fencing installed in previous periods continue to restrict unauthorised access to reserves and sensitive areas.





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

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 support climate action and responsible use of natural resources through education, operational initiatives and sustainability-focused planning. Environmental Services provides guidance on resource efficiency and climate risk awareness, and operational areas manage water and energy use within regulatory limits. During the quarter, the contract for solar photovoltaic and battery energy storage systems at the Leschenault Leisure Centre and Harvey Works Depot was awarded, moving the project into delivery and supporting lower energy costs and greater resilience to power disruptions. Recruitment of new staff delayed the implementation of environmental monitoring of industrial premises. 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.

Environmental Health:

Implementation of environmental monitoring of industrial premises has been delayed while new staff are recruited and inducted. Monitoring will be brought into the work program as capacity is restored, and growth-related demand on the service continues to be monitored to ensure service standards are maintained.



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

Environmental Protection:

Environmental Protection continues to raise awareness of climate-related risk and responsible resource use through advisory and education functions. While strategic climate policy settings are shaped by State and Federal frameworks, the Shire continues to support local implementation and to build environmental considerations into planning and operational decisions.

Climate Action:

Following the award of the solar and battery storage contract during the quarter, the project has moved into delivery. Once installed, the systems will reduce energy consumption and operating costs and provide emergency back-up power to the Leschenault Leisure Centre. Climate action also continues through monitoring of energy consumption and internal waste reduction measures, and participation in the Waterwise Council program continues to support improved resource management. Delivery timeframes remain subject to contractor availability and supply conditions.

Public Gardens, Ovals and Streetscapes:

Water use continues to be managed in line with Department of Water and Environmental Regulation licensing requirements and Harvey Water allocations, with irrigation programming adjusted to seasonal conditions. Water availability in growth areas continues to be monitored as part of long-term planning.



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

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: Moderate

Comments for Quarter

The Shire continues to manage waste sustainability risks through waste collection and recycling services, community education and the inclusion of waste considerations in infrastructure planning. During the quarter, amenity upgrades at the Richardson Road Waste Facility were completed and waste and recycling guides were distributed to residents, while collaboration with neighbouring local governments continued on establishing a local Food Organics and Garden Organics (FOGO) processing facility.

The FOGO kerbside collection service continues to operate while regional processing constraints are addressed, and rising fuel costs continue to place pressure on waste collection contracts. Residual risk across contributing areas remains Moderate (6), with the Bunbury Harvey Regional Council interface and regional processing constraints continuing to present a High (12) risk exposure that requires 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.

Waste Management and Sanitation:

Amenity upgrades at the Richardson Road Waste Facility were completed during the quarter, improving site functionality and the experience of users.

Waste collection, recycling and disposal contracts continue to be managed in accordance with regulatory requirements, with FOGO collection maintained under interim arrangements until a viable processing pathway is in place.

The Shire continued to work with neighbouring local governments to investigate and establish a local FOGO processing facility, and stakeholder engagement continued in support of longer-term regional waste solutions aligned with circular economy principles.

Environmental Protection:

Waste and recycling guides were distributed to residents during the quarter to promote waste minimisation, correct recycling and appropriate disposal. Community education continues to encourage shared responsibility for waste outcomes.



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

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 the risks of natural disasters and emergency events through mitigation, preparedness, response and recovery activities. These controls remain critical to community safety and organisational resilience as hazard conditions become more complex and variable.

During the quarter, preparedness was strengthened through the Local Emergency Management Committee exercise held in September 2026, and bushfire mitigation planning progressed ahead of the coming season. Recovery from the June 2026 storm event continued, and the associated financial exposure linked to the Disaster Recovery Funding application continues to be monitored. 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:

The Shire participated in the Local Emergency Management Committee (LEMC) exercise conducted in September 2026, improving emergency preparedness, inter-agency coordination and response capability. Local Emergency Management Arrangements continue to be maintained and reviewed in line with legislative requirements.

Bushfire risk mitigation planning progressed, with contractor quotations received and appointments being finalised to commence priority mitigation works. Together with firebreak and hazard compliance activities under the Bush Fires Act 1954, these works will reduce fuel loads and support community safety during the upcoming bushfire season.

Civil Construction and Maintenance:

Sealed and unsealed roads continue to be maintained to keep the network accessible and trafficable during emergency events, with regular grading of gravel roads supporting reliable access for emergency services and safe evacuation routes.



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

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 land use planning, development assessment and strategic project delivery. Planning Services continues to progress strategic reviews and policy updates in line with the State Planning Framework, Building Services maintains compliance and safety standards, and Economic Development continues to promote investment and regional growth that support housing supply.

Development applications and subdivision proposals continued to be assessed in accordance with the relevant legislation and planning frameworks during the quarter, supporting 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.

During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing



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

consistent with the previous quarter, as outlined below.

Building Services:

Building permit assessments, compliance inspections and mandatory pool inspections continue to be carried out in accordance with regulatory requirements, supported by established processes and checklists.

Planning Services:

The review of the Local Planning Strategy continues to progress to align with the State Planning Framework and support long-term housing growth and diversity. Regular coordination with the Water Corporation continues to support forward planning of water and sewer servicing in growth areas.

Investigation of suitable locations for affordable housing, aged persons housing and government employee housing continues. During the quarter, expressions of interest were opened for a Housing Advisory Group, which will provide advice on affordable housing, over-55 housing and aged care accommodation to help the Shire understand and respond to future housing demand.

Special Projects:

Project planning and delivery continue to integrate sustainability principles, cost monitoring and Work Health and Safety standards, with funding, timeline and market risks managed through established project governance.

Economic Development:

Promotion of Invest and Visit Harvey Region continues in line with adopted budgets and strategic plans, supporting investment attraction and regional economic development.



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

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 maintain and improve the presentation of public spaces and streetscapes through routine maintenance, renewal programs and targeted capital works. Parks, Civil Construction and Waste Services continue to provide clean, safe and attractive environments that support community pride and liveability. 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.

Public Gardens, Ovals and Streetscapes:

Routine maintenance continues across gardens, ovals and turf areas, supported by the established tree management process and the renewal and revitalisation programs delivered in recent years. Playgrounds continue to be inspected monthly, well above industry requirements, and the playground renewal program continues to be scheduled progressively over the coming years. Oval preparation and seasonal renovations continue to keep recreational spaces safe and well presented.

Civil Construction and Maintenance:

Road, footpath and drainage maintenance continues in line with the adopted budget, with defects and hazards addressed as they are identified. Capital works, including streetscape and public realm improvements, continue to support the long-term enhancement of community spaces.

Waste Management and Cleansing:

Waste collection, litter management and public bin servicing continue to keep public areas clean, supported by education and compliance activity that promotes responsible disposal.



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

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 significance through planning controls, consultation and project management. Local Planning Policies continue to guide heritage protection, and statutory processes remain in place to manage the risk of failing to preserve places of cultural heritage significance. 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.



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

Special Projects:

Stakeholder and community engagement continues throughout project lifecycles through established communication processes and Project Control Group meetings at key milestones. Statutory approvals for works on Shire-owned land continue to be obtained through the relevant external authorities, and grant processes continue to support heritage-related projects.

Planning Services:

Advice and assessments continue to be provided in accordance with the planning framework, and Local Planning Policies remain current and continue to guide decisions affecting heritage places.

Economic Development:

Following community consultation and installation of interpretation, the Brunswick Heritage Walk Trail and Brunswick Heritage Drive Trail were launched during the quarter, supporting recognition and activation of local heritage places. The residual reputational risk from any community feedback after installation remains low given the extent of the initial consultation.



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

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 provide vibrant, accessible and well maintained parks and playgrounds through proactive maintenance, accessibility planning and community engagement. Routine maintenance of open spaces, ovals and irrigation systems continues in line with adopted budget programs, and Community Development continues to support inclusive design through the Access and Inclusion Plan and engagement with advisory groups.

Renewal works on the Galway Green irrigation mainline commenced during the quarter, improving the reliability of irrigation to recreational spaces in the estate. Overall service delivery remains effective, although staff resourcing continues to affect maintenance frequency and responsiveness in some areas from time to time. 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, 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 with community partners and to engage with advisory groups, committees and stakeholder networks, so that community input informs infrastructure planning and equitable access to parks, playgrounds and public spaces.

Public Gardens, Ovals and Streetscapes:

Scheduled maintenance continues across open space and oval areas in line with programmed works. Irrigation systems are maintained through the budgeted maintenance program and replaced through the capital infrastructure program as required, including the Galway Green irrigation mainline renewal, and water allocation is managed in accordance with Department of Water and Environmental Regulation requirements.

Service response times remain timely and often exceed Customer Service Charter standards. Staff resourcing levels continue to require prioritisation of core maintenance activities at times.



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

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.

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.



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

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.
- Co-Ordinate 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.
- Co-Ordinate with asset management planning and condition audits.

Risk Rating: High

Comments for Quarter

The Shire continues to manage and maintain its facilities, buildings, gardens and grounds 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 to handover, so that approvals, operations and maintenance manuals and warranty information inform lifecycle planning.

During the quarter, asset verification and handover processes were strengthened so that completed infrastructure is properly captured in the Shire's asset management systems, and technical standards and procedures continued to be developed in line with asset management planning. The review of asset registers continues, and asset condition data and updated Asset Management Plans are in progress to inform maintenance, renewal and capital investment priorities.

Asset information remains limited and systems are still being developed, 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.

Design and Development:

Subdivision and capital works inspections continue to support compliance and construction quality. Asset verification and handover processes are being strengthened so that completed infrastructure is accurately captured in the Shire's asset management systems, and technical standards and procedures continue to be developed in line with asset management planning and condition audit outcomes.

Civil Construction and Maintenance:

Road, bridge and pathway capital works programs continue to progress, together with scheduled maintenance and renewal of road and pedestrian bridges. Asset condition data and Asset Management Plans currently in development will be used to set priorities, supporting a risk-based approach to future maintenance, renewal and capital investment.

Asset Management:

Electrical, gas and fire compliance testing continues across all Shire-owned and leased buildings, supported by scheduled planned maintenance so that buildings remain safe and available to users. The review of asset registers continues ahead of updated Asset Management Plans, and development of a centralised asset management database continues, with data maturity progressively improving.

Special Projects:

Integrated Planning and Reporting continues to guide project delivery from inception to handover, with lifecycle costing and sustainable design supporting responsible financial planning for assets. Asset acceptance criteria and procedures continue to be refined.

Public Gardens, Ovals and Streetscapes:

Programmed maintenance continues across open space and oval areas, with irrigation managed through budgeted maintenance and capital replacement programs and water allocation managed in accordance with regulatory requirements. Service response times remain timely and often exceed Customer Service Charter standards.

Cemeteries:

Operational and asset management controls for cemeteries continue to mature. Operational procedures are being refined, asset and service gaps are being assessed, and available asset information is being progressively consolidated. Maintenance remains ongoing, with Asset Management Plan development continuing in collaboration with the relevant service areas.



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

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, bridges, footpaths, cycleways and associated infrastructure in line with adopted budgets and community priorities. During the quarter, road, bridge and pathway programs progressed, including grading, resealing, repairs and priority footpath works, with road and traffic safety improvements targeted on the basis of identified risk, community requests and asset condition.

Engineering oversight of subdivisions continues, including assessment of developer plans, civil designs and Local Water Management Strategies (LWMS), and construction inspections to confirm compliance with approved designs and standards, including within Treendale South and Treendale East. 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.

Civil Construction and Maintenance:

Road, bridge and pathway capital and maintenance programs continued to progress during the quarter, including grading, resealing, repairs and priority footpath works. Road and traffic safety improvements are being targeted on the basis of identified risks, informed by community requests and asset condition, supporting a safer network.

Design and Development:

Developer plans and engineering designs continue to be assessed to support planning and subdivision approvals, including civil infrastructure and water management strategies. Site inspections during subdivision and capital works construction verify compliance with approved designs, technical standards and statutory requirements, and technical standards, guidelines and procedures continue to be reviewed to improve the quality of assets transferred to the Shire.

Infrastructure Planning:

The Forward Capital Works Plan 2026-2031 has been published, and planning resources continue to support evidence-based prioritisation of transport infrastructure that improves 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 premium 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

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 the Invest and Visit Harvey Region marketing strategy. Promotion continues in line with adopted budgets and strategic plans, and Economic Development and Infrastructure continue to work together to deliver projects that support 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.

During the quarter, no material change to service delivery impacted this risk beyond the developments outlined below, with service delivery across



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

the remaining contributing areas continuing consistent with the previous quarter.

Economic Development:

Promotion of Invest and Visit Harvey Region continues in line with Council budget and planning commitments, with quarterly reporting requirements met and marketing activity supporting tourism, business engagement and investment attraction. Engagement with local businesses and stakeholders continues to support economic activation, and the Harvey Harvest Festival continues to showcase the region's agricultural base, cultural identity and visitor experiences.

Design and Development:

Infrastructure planning and technical support continue to be provided to economic development projects, so that infrastructure requirements are identified early and built into project planning and delivery. Capital works continue to deliver safe, functional and well presented public assets that support the visitor experience.





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

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 growth of scenic and adventure trails through planning, advocacy and environmental compliance. Work remains focused on enabling future trail development while managing environmental constraints and operating within land tenure and approval frameworks, including continued collaboration with State agencies on 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

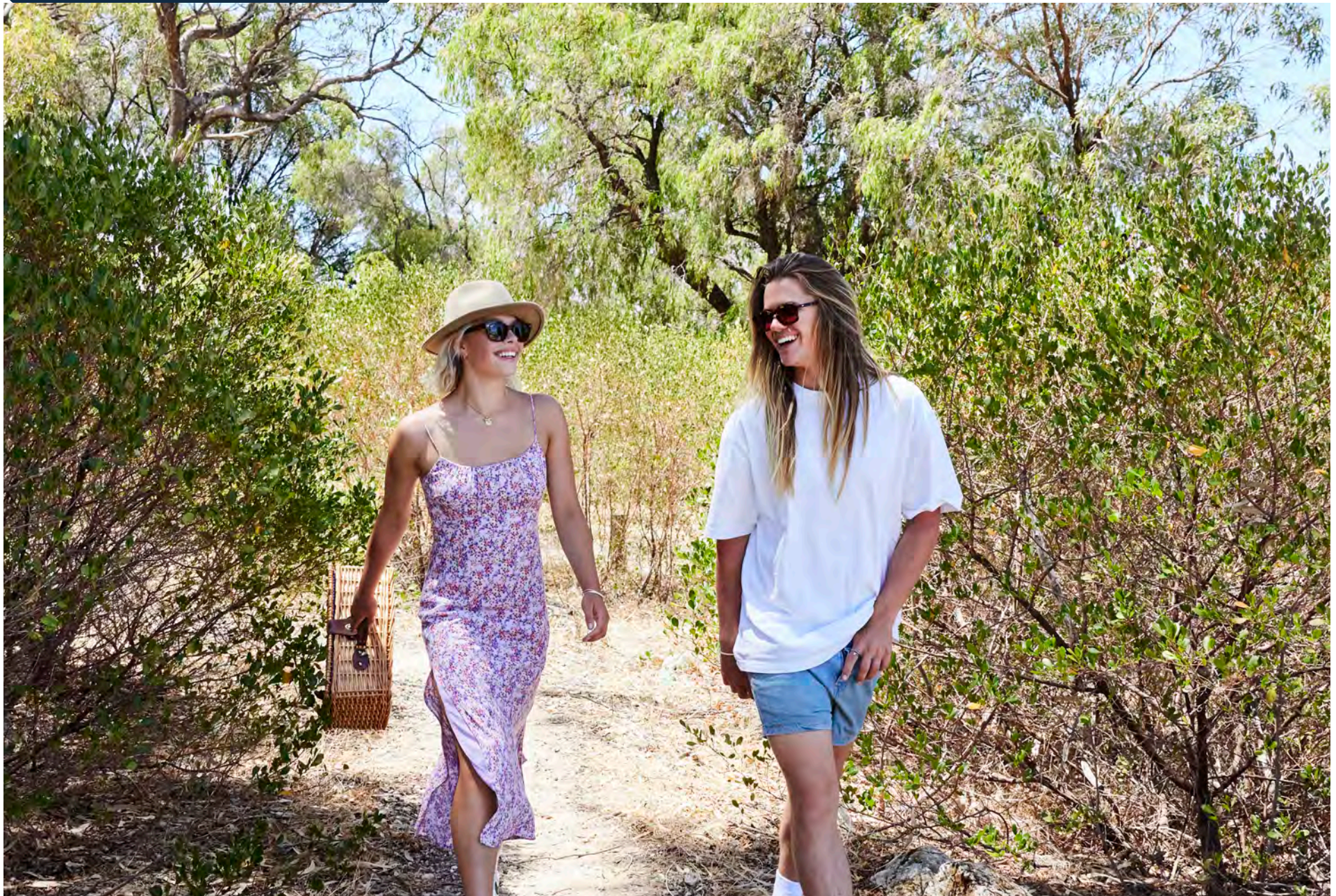
During the quarter, no material change to service delivery impacted this risk, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Environmental Protection:

Native vegetation mapping and environmental assessment continue to be undertaken early in trail planning to identify constraints, inform design and ensure compliance with State legislation, reducing downstream risk to trail projects.

Economic Development:

Liaison with the Department of Biodiversity, Conservation and Attractions (DBCA) and other stakeholders continues on the Munda Biddi Harvey Spur Trail and opportunities at Jardup Falls within Falls Brook Nature Reserve. Progress on Dandjoo Bilya remains dependent on land tenure negotiations between DBCA and the Department of Planning, Lands and Heritage (DPLH) and on associated Ministerial approvals. The Shire continues its advocacy and coordination role to keep these projects moving and position the region for future trail 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

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 Geographe 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 support sustainable urban, rural and industrial development through land use planning, infrastructure delivery and strategic growth management. The Sustainable Development Directorate continues to identify and progress strategic planning opportunities that support population growth, economic development and long-term service sustainability, with a focus on light industrial land supply and residential development.

During the quarter, planning and development activity continued to support key growth areas, including Treendale South and Treendale East, where servicing, infrastructure and land use outcomes require ongoing coordination. Following Council discussion at the Concept Forum, development of a public-facing advocacy campaign continued to identify priorities for future advocacy and delivery. 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.

Marketing, Advocacy and Communication:

Project and infrastructure updates continue to be published as information becomes available and is approved for release. Development of the public-facing advocacy campaign progressed following Council discussion at the Concept Forum, which identified priorities for future advocacy and delivery. Campaigns promoting Shire services, programs and projects continued to be delivered in a timely way, and partnership, grant and sponsorship promotion continued, with the Harvey Alcoa Sustainability Fund a particular priority this quarter.

Planning Services:

Strategic planning continues to identify opportunities to expand light industrial land and support housing diversity, and development applications and subdivision proposals continue to be assessed in accordance with statutory frameworks. Coordination with servicing authorities continues to align infrastructure planning with growth areas.

Design and Development:

Engineering oversight of subdivisions continues, including review of Local Water Management Strategies and associated infrastructure design, so that developments meet Shire requirements and support the long-term sustainability of infrastructure and services.



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

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 support a business-friendly environment through 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 with local and regional stakeholders.

Business engagement and promotion continued during the quarter in line with strategic objectives, supporting local enterprise and 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.

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 accordance with Council budgets and strategic plans, and quarterly Small Business Friendly reporting requirements continue to be met. Implementation of the adopted Economic Development Strategy continues to guide this objective and most related service outputs.

The compliance and reputational risk associated with keeping business information on the Shire's website current remains low and is managed through regular review. Workshops and networking events delivered with regional partners continue to build local business capability and encourage investment.



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

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 timely Council and Committee reporting that enables transparent, informed decision-making in line with legislative requirements. Implementation of Council decisions continues to be tracked through the Council Action Register, and Audit Committee reporting continues to provide oversight of strategic risk, audit, compliance and work health and safety matters.

During the quarter, Council adopted the 2026-27 Annual Budget, the updated Council Plan, the Service Plans, the Workforce Plan 2026-2030 and the Long Term Financial Plan, providing an integrated planning framework for the year ahead. A new Privacy Policy was adopted in support of the Privacy and Responsible Information Sharing (PRIS) legislation, and the process to recruit a permanent Chief Executive Officer progressed.

Work also commenced on the information sharing components of the PRIS legislation ahead of their 1 January 2027 commencement, building on the privacy components that took effect on 1 July 2026, and implementation of a SharePoint-based document management system began. Residual risk across contributing areas remains High (12), reflecting the ongoing transitional risk associated with the review and replacement of core systems and ERP considerations, consistent with previous quarters.

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

Executive and Governance Services:

Governance functions continue to support accountability and transparency through structured Council and Committee reporting and the implementation of local government reform, including updated confidentiality provisions. During the quarter, the Audit, Risk and Improvement Committee reviewed strategic risk, compliance and work health and safety reporting and endorsed the annual Compliance Audit Return, which Council subsequently adopted. Monitoring of the Council Action Register continues to support the effective implementation of Council decisions.

Information Services:

Records Management processes remain fully compliant with the State Records Act 2000. Following the 1 July 2026 commencement of the privacy components of the PRIS legislation, work is now underway to prepare for the information sharing components, which commence on 1 January 2027. 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 in line with privacy legislation and security standards.

Implementation of a SharePoint-based document management system is underway. Records and information management risk is assessed as Low to Moderate (6); however, the review and potential replacement of core systems and ERP platforms continues to present a transitional risk 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 complete and stable.

Council Planning and Performance:

Council endorsed the Workforce Plan 2026-2030 during the quarter. Informed by staff engagement data, the Plan will guide workforce priorities to strengthen the organisation and support responsible leadership and governance into the future. The updated Council Plan and the 2026-27 Service Plans were also adopted, continuing to support integrated planning and evidence-based decision-making.



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

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-centred services that support equitable access to information, facilities and services, underpinned by responsible governance, sound information management and integrated planning. Governance reforms 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, with service delivery across the contributing areas continuing consistent with the previous quarter, as outlined below.

Customer Experience:

Customer Experience continues to support community access to Shire services across in-person, telephone and digital channels. Implementation of the new Customer Relationship Management (CRM) program continues, improving the Shire's ability to log, track and manage customer requests, and the review of the Customer Service Charter, deferred because of the CRM and Datacom module workload, is planned for later in the 2026/27 financial year. Existing processes continue to support timely responses to enquiries, correspondence and complaints.

Governance:

Complaints continue to be managed in accordance with requirements, however the volume of AI generated complaints presents significant challenge. Currently complaints are being managed, however further, specialised complaints officers may be required if the volume of complaints increases, or a process improvement cannot be found. Requests for information are diverted towards FOI processes however this can potentially create reputation damage. Policy on Complaints will be brought to Council to assist the administration in complaint management going forward.

Information Services:

Freedom of Information requests, records and privacy obligations continue to be managed, with appropriate handling and protection of sensitive information supporting transparency and legislative compliance.



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

Council Planning and Performance:

Reports continue to be produced on time and published on the Shire's website to inform the community of progress towards its goals, and the risk of late reporting remains low. Community and stakeholder engagement, together with financial, asset and workforce data, continues to inform Council Plan and Service Plan development.



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

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 engagement with Aboriginal stakeholders, local organisations, advisory groups and service providers, and the Marketing and Communications team continues to support the Shire President and Chief Executive Officer in building relationships and promoting 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.

Marketing, Advocacy and Communication:

Work progressed during the quarter on the Shire's Community Engagement Charter to align it with State Government requirements. Once in place, the Charter will guide public consultation and surveys, community engagement plans, workshops and community meetings, stakeholder relationship management and reporting on engagement outcomes. Partnership, grant and sponsorship promotion continued alongside this work.

Community Development:

Community Development continues to progress the Reconciliation Action Plan with Aboriginal stakeholders, deliver age-friendly and seniors programming with community partners, administer community grants and in-kind support, and liaise with advisory groups and stakeholder networks. Collaboration with non-profit organisations, agencies and schools continues to support coordinated local solutions.

Economic Development:

Collaboration with business networks, including partnership events with BGCCI, continues to support regional connectivity and economic engagement.



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



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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.



Phone

(08) 9729 0300



Email

shire@harvey.wa.gov.au



Address

102 Uduc Road, Harvey
7 Mulgara Street, Australind



Special thanks for images provided by

- Haydn Jones
- Bianca Turri
- Sean Scott

Area Identified	Risk Rating	Initial Comments	Q1 Comments	Q2 Comments	Q3 Comments	Q4 Comments	Status
Risk Management Policies and Procedures	Medium	No existing policy or procedure concerning environmental risk, fraud or misconduct and specimen signatures for Officers with delegated authority.	N/A				Completed
		Code of Conduct for employees, does not specify the next scheduled review date.	N/A				Completed
		Code of Conduct for Council Members, Committee Members and Candidates, does not specify the next scheduled review date.	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				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				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				Completed
		All halls - Hire of Chairs and Other Equipment, last revised 15 December 2015 - potentially out of date.	N/A				Completed
		Corporate Credit Card Policy, last revised 22 January 2019 - potentially out of date.	N/A				Completed
Tender Management	Medium	All tender documentation be completed in full and retained (tender coversheet).					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.					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.					Completed
		A formal tender/project review process be developed for projects exceeding a certain dollar value or considered to be high risk.					Completed
							Completed
Contract Management	Medium	Introduction of a contract management framework.	The Shire has completed the upload of all Contractors into the Althora Database. The Althora program captures all the Contractors' insurances ensuring that they are compliant and will issue reminders when they are due to expire. Contract management systems and the framework have substantially matured, with the contractor database being monitored actively. Focus for the Shire is toward Contractor safety now, with the framework for managing contractors, substantially matured.				Completed
		Create a more centralised contracts register					Completed
		Implement Contract Performance reviews					Completed
		Introduce a system that notifies Officers when insurances are close to expiry for Shire Contractors					Completed
		Designate one employee to oversee contract management.					Completed
Lease Management	Medium	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.	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.				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.	• 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.				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.	• An updated Community Lease Policy was adopted in April 2023 which includes an appendix that outlines clear obligations of the Shire and the Lessee.				Completed
			• 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.				Completed
			• The spreadsheet will include a provision for invoices to be raised in accordance with the terms of the lease.				Completed
Grant Funding Plan	Medium	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.	• Insurance certificates are currently being clarified through the Information Management System and followed up by the Lessee.				Completed
			• The agreement for the Harvey Multi-Purpose Health Care Centre will be researched and if the agreement can be updated this will be completed.				Completed
Software/Application Review	Low	Consideration should be given to a holistic grant-funding summary plan with funding agreement and reporting timelines.	This development is expected to be formalised as a matter of priority given the imminent compliance that is required to be adhered to in the near future.				Completed
		That the Shire implement a pre-determined review to check for applications that are no longer in use or used infrequently.	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.				Completed
Compliance Calendar	Low	That the Shire create a centralised Compliance Calendar that can be accessed and utilised by individual Officers as required.	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.				Completed
			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.				Completed
Audit Committee	Medium	It is recommended that quarterly risk reports be presented to the Audit Committee.	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.				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.					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 involves a detailed review and analysis and will require a significant commitment of time and resources to complete effectively. The Audit, Risk and Improvement Committee (ARIC) has now been established and an Independent Presiding Member appointed. Accordingly, officers recommend progressing this action in accordance with legislative requirements. The provision for internal audit will also be revisited as part of the next Regulation 17 Review, scheduled for early 2027, at which time the effectiveness of implemented actions and any further improvements required will be reassessed.				Completed
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OAG Reference: F25/229

Mr Tony Nottle
Temporary Chief Executive Officer
Shire of Harvey

By email: shire@harvey.wa.gov.au

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Dear Mr Nottle

PERFORMANCE AUDIT: Local Government compliance with Working with Children Checks

As you know, the Auditor General has been conducting a performance audit on Local Government compliance with Working with Children Checks. As we are nearing the end of our Conduct and fieldwork phase, I have attached our emerging findings for your consideration. I invite you to:

- provide comments or advice on any factual inaccuracies that you believe require correction
- clarify any context you believe is relevant to a reader's understanding of the finding
- provide evidence to support any proposed changes.

Please note our findings are subject to change as the audit progresses and we finalise our evidence collection.

We will consider your comments and advice as we develop the Summary of Findings report. The Summary of Findings report forms the basis of the Auditor General's report to Parliament, which she intends to in the fourth quarter 2026. To ensure the Auditor General can table the report as planned, I require your comments and advice by **5 pm Tuesday 15 September 2026**. Feedback should be emailed to Talia Channer (Talia.Channer@audit.wa.gov.au).

My team will contact you shortly to arrange time with either yourself, or your representatives, to discuss the emerging findings. In the meantime, if you have any queries, please contact me on 6557 7528 or the audit engagement leader, Justin Fairhead on 6557 7706.

When the Summary of Findings report has been developed, we will formally share it with you and seek further comments and advice to ensure its accuracy and fairness as part of our procedural fairness process.

OFFICIAL

Yours sincerely



Adam Dias
Acting Assistant Auditor General
Performance Audit

1 September 2026

Attach: Emerging findings

Cc: Kourtney Williams, Manager Governance and Strategy: kourtneyw@harvey.wa.gov.au a
Executive Assistant - CEO: ceoea@harvey.wa.gov.au