



15 May 2024

## **NOTICE OF SPECIAL MEETING**

Dear Council Member,

The Shire President has called a Special Meeting of Audit and Risk Committee to be held in the Committee Room, 7000 Great Eastern Highway, Mundaring at 4.00pm on Tuesday, 21 May 2024.

The purpose of the meeting is to review the Strategic Risk Register, so that these risks can be included in and inform the new Council Plan.

The attached agenda is presented for your consideration.

Yours sincerely

**Jason Whiteaker**  
**CHIEF EXECUTIVE OFFICER**

### **Please Note**

If a Council Member has a query regarding a report item or requires additional information in relation to a report item, please contact the senior employee (noted in the report) prior to the meeting.



**AGENDA**  
**SPECIAL AUDIT AND RISK COMMITTEE MEETING**  
**21 MAY 2024**

**ATTENTION/DISCLAIMER**

The purpose of this Committee Meeting is to discuss and make recommendations to Council about items appearing on the agenda and other matters for which the Committee is responsible. The Committee has no power to make any decisions which are binding on the Council or the Shire of Mundaring unless specific delegation of authority has been granted by Council. No person should rely on or act on the basis of any advice or information provided by a Member or Employee, or on the content of any discussion occurring, during the course of the Committee Meeting.

The Shire of Mundaring expressly disclaims liability for any loss or damage suffered by any person as a result of relying on or acting on the basis of any advice or information provided by a Member or Employee, or the content of any discussion occurring during the course of the Committee Meeting.

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**SPECIAL AUDIT AND RISK COMMITTEE MEETING  
COMMITTEE ROOM, 7000 GREAT EASTERN HIGHWAY, MUNDARING – 4.00PM**

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**1.0 OPENING PROCEDURES**

Acknowledgement of Country

Shire of Mundaring respectfully acknowledges the Whadjuk people of the Noongar Nation, who are the traditional custodians of this land. We acknowledge Elders past, present and emerging and respect their continuing culture and the contribution they make to the region.

Recording of Meeting

Members of Council and members of the gallery are advised that this meeting will be audio-recorded.

**1.1 Announcement of Visitors**

**1.2 Attendance/Apologies**

<b>Members</b>	Mr Tony Wittcomb (Presiding Member)	External Member
	Cr Trish Cook (Deputy Presiding Member)	South Ward
	Pres Paige McNeil	President
	Cr Prapti Mehta	Central Ward
	Cr Doug Jeans	Central Ward
	Cr Karen Beale	West Ward
	Ms Shona Zulsdorf	External Member
<b>Staff</b>	Jason Whiteaker	Chief Executive Officer
	Garry Bird	Director Corporate Services
	Stan Kocian	Manager Finance and Governance
	Elizabeth Nicholls	Governance Coordinator
	Andrea Douglas	Minute Secretary

**Apologies**

**Guests**

**2.0 ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION**

**3.0 DECLARATION OF INTEREST**

**3.1 Declaration of Financial Interest and Proximity Interests**

Council Members must disclose the nature of their interest in matters to be discussed at the meeting (*Part 5 Division 6 of the Local Government Act 1995*).

Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting (*Sections 5.70 and 5.71 of the Local Government Act 1995*).

### **3.2 Declaration of Interest Affecting Impartiality**

A Council Member or an employee who has an interest in a matter to be discussed at the meeting must disclose that interest (*Shire of Mundaring Code of Conduct, Local Government (Admin) Reg. 34C*).

### **4.0 PUBLIC QUESTION TIME**

Procedures for asking and responding to questions are determined by the Presiding Member and in accordance with the Shire's Meeting Procedures Local Law 2015. Questions must relate to a function of the Committee.

### **5.0 PRESENTATIONS**

#### **5.1 Deputations**

- (1) Members of the public may, during the deputations segment of the order of business and with the consent of the Presiding Member, make a public statement on any matter that appears on the agenda for that meeting provided that –
  - a) the deputation is limited to a maximum of 3 minutes, unless otherwise determined by the Presiding member;
  - b) the deputation is not offensive or defamatory in nature, providing that the Presiding Member has taken all reasonable steps to assist the member of the public to phrase the statement in a manner that is not offensive or defamatory; and
  - c) no discussion or questions relating to the deputation are permitted, unless otherwise determined by the Presiding Member.
- (2) Fifteen minutes is to be allocated for deputations.
- (3) Once all statements have been made, nothing prevents the unused part of the deputation time period from being used for other matters.
- (4) If the 15 minute period set aside for deputations is reached, Council may resolve by resolution that statement time be extended for no more than two 15 minute extensions.

#### **5.2 Petitions**

- (1) A petition is to –
  - a) be addressed to the President;
  - b) be made by electors of the district;
  - c) state the request on each page of the petition;
  - d) contain the legible names, addresses and signatures of the electors making the request;
  - e) contain a summary of the reasons for the request;
  - f) state the name of the person to whom, and an address at which, notice to the petitioners can be given; and
  - g) not contain offensive or insulting language.
- (2) On the presentation of a petition –
  - a) the member presenting it or the CEO is confined to reading the petition; and
  - b) the only motion that is in order is that the petition be received and that it be referred to the CEO for action.
- (3) At any meeting, the Council is not to vote on any matter that is the subject of a petition presented to that meeting, unless –

- a) The matter is the subject of a report included in the agenda; and
- b) The Council has considered the issues raised in the petition.

### **5.3 Presentations**

## 6.0 REPORTS OF EMPLOYEES

### 6.1 Strategic Risks Review

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<b>File Code</b>	RM.RAS 1
<b>Author</b>	Elizabeth Nicholls, Governance Co-ordinator
<b>Senior Employee</b>	Garry Bird, Director Corporate Services
<b>Disclosure of Any Interest</b>	Nil
<b>Attachments</b>	1. ELT Reviewed Strategic Risk Register <a href="#">↓</a>

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#### **PURPOSE**

To present the Shire's reviewed strategic risk register (**Attachment 1**) to the Audit and Risk Committee for endorsement.

#### **BACKGROUND**

The "Risk Management Policy" (2.16) was recently adopted by Council (25.03.24) which provides that Council is responsible (in part) for identifying and managing strategic risks associated with the Shire which are captured in the strategic risks register.

The strategic risks were last reviewed and endorsed by Audit and Risk Committee at the 27 June 2023 meeting (ARC3.06.23). Subsequently, Council amended the strategic risks when adopting the Corporate Business Plan at the 8 August 2023 Ordinary Council Meeting.

#### **STATUTORY / LEGAL IMPLICATIONS**

Nil

#### **POLICY IMPLICATIONS**

Strategic risks have been assessed in accordance with the "Risk Management Policy" (2.16).

#### **FINANCIAL IMPLICATIONS**

Nil

#### **STRATEGIC IMPLICATIONS**

Mundaring Strategic Community Plan 2020 - 2030

Priority 4 - Governance

Objective 4.4 – High standard of governance and accountability

Strategy 4.4.3 – Risks are well managed

#### **SUSTAINABILITY IMPLICATIONS**

Nil

#### **RISK IMPLICATIONS**

<p><b>Risk:</b> Not actively maintaining the strategic risk register increases the risk and possibility of significant risks not being identified and managed in a timely manner.</p>
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Likelihood	Consequence	Rating
Likely	Major	High
<b>Action / Strategy</b>		
Strategic risks are reviewed and presented to the Audit and Risk Committee.		

## EXTERNAL CONSULTATION

Nil

## COMMENT

The strategic risk register has been reviewed by the Executive Leadership Team which changes made to consolidate the previous strategic risks to reflect the recently reviewed “Risk Management Policy” (2.16) whilst also broadening the content of the strategic risk register. This includes:

- Addition of a cover page which provides a definition of strategic risks and a figure on the Alignment between risk management and Integrated Planning and Reporting Framework.
- Table headings updated to be consistent with those included in the Risk Assessment and Acceptance Criteria (Appendix 1).
- Inclusion of a column titled ‘Identified Strategic Risk’ which includes relevant excerpts of the current Strategic Community Plan.
- Inclusion of a column titled ‘Consequence’.
- Each risk has been split between the risk categories with inherent rankings for each category.
- The risk ranking previously included has been amended to be the inherent risk ranking using the risk matrix.
- Inclusion of columns splitting the key controls between existing and proposed.
- Inclusion of a column for the residual risk ranking.

The strategic risks will be included in the Council Plan which will be presented to Council for adoption.

## VOTING REQUIREMENT

Simple Majority

## OFFICER RECOMMENDATION

That the Committee endorses the Shire’s strategic risk register (**Attachment 1**).





# Risk Register

Note: This document is subject to regular review.

### Strategic Risk Register

Strategic risks are risks that affect or are created by the Shire's strategic themes, goals and strategies.

Strategic risks are documented in the Shire's Risk Register (this document).



Strategic Risks endorsed by Audit and Risk Committee XXX

Identified Strategic Risk	Risk Description	Consequence	Categories) (Table 1: Measures of Consequence)	Risk Consequence (Table 1: Ranking)	Measures of Likelihood (Table 2: Rating)	INHERENT Risk Ranking (Table 3: Consequence X Likelihood and Table 4: Risk Acceptance)	Risk Acceptance (Table 4: Description)	Existing Key Risk Control(s)	Proposed Key Risk Control(s)	Existing Control Ratings (Table 5: Rating)	RESIDUAL Risk Ranking (Table 4: Risk Acceptance)
Financial constraints 4.4.6 Sound financial and asset management	Limited capacity to raise revenue and heavy reliance on State and Commonwealth government for funds and financial assistance do deliver programs, operations and services to meet State Government requirements and community expectations.	<ul style="list-style-type: none"> <li>Interference or failure in delivery of planned projects, programs and services delivery</li> <li>Upward pressure on revenue streams including rates and charges</li> <li>Reputational damage and loss of public confidence</li> <li>Erosion of staff confidence and workplace culture</li> <li>Increased pressure on rates</li> </ul>	Financial	Extreme (5)	Possible (3)	High (15)	Urgent Attention Required	<ul style="list-style-type: none"> <li>Robust internal financial management reporting</li> <li>Appropriate financial reporting to Council</li> <li>Council members undertake financial training (mandatory training)</li> <li>Ongoing assessment of own source revenue</li> <li>Robust long term financial planning</li> <li>Audit and Risk Committee oversight</li> <li>Regular independent auditing</li> </ul>	<ul style="list-style-type: none"> <li>Lobbying for increased share of taxation revenue for Financial Assistance Grants through WALGA</li> </ul>	Adequate	Extreme (5), Rare (1) = Medium (6)
			People - Physical and Psychological	Minor (2)	Possible (3)	Medium (6)	Monitor			Adequate	Minor (2), Unlikely (2) = Low (4)
			Reputation	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = Medium (6)
Disaster / Catastrophe event 1.1.7 Provide emergency management planning, disaster management and disaster recovery, and associated community liaison and education	Bushfire, flood; severe convective storm; earthquake; tropical cyclone or depression; storm surge; heatwave; widespread and uncontrolled civil disobedience; major industrial or transportation accident; failure of critical infrastructure such as electrical or ICT systems, dam, water supplies or wastewater treatment; pandemic or epidemic; major terrorism incident; war.	<ul style="list-style-type: none"> <li>Significant financial losses</li> <li>Public and/or private property damage</li> <li>Major economic impacts</li> <li>Organisational upheaval and interference with planned projects, programs, service delivery and/or capacity to achieve strategic objectives</li> <li>Reputational damage and loss of public confidence with respect of Council's action in response to the disaster</li> <li>Political and media interest</li> <li>Liability exposure</li> <li>Loss of life</li> <li>Harm to health and safety of public or staff</li> </ul>	Financial	Extreme (5)	Rare (1)	Medium (5)	Monitor	<ul style="list-style-type: none"> <li>Implement State and Local Emergency Management Arrangements that is tested bi-annually on different disaster occurrences</li> <li>Implement Business Continuity Plan, Bushfire Area Access Strategy, Relief and Recovery Strategy etc. with focus on relief and recovery requirements and critical service provision</li> <li>Documented local and corporate knowledge of the organisation and document local geographic hot spots</li> <li>Implement established communication practices to ensure that community are kept up to date in the event of a disaster situation</li> <li>Engage stakeholders and communicate Councils Disaster Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement training and understanding to all staff and council members on their roles and responsibilities in the event of a disaster</li> </ul>	Adequate	Extreme (5), Rare (1) = Medium (5)
			Interruption to Services	Extreme (5)	Possible (3)	High (15)	Urgent Attention Required			Effective	Extreme (5), Rare (1) = Medium (5)
			Project time	Extreme (5)	Rare (1)	Medium (5)	Monitor			Adequate	Extreme (5), Rare (1) = Medium (5)
			Reputation	Extreme (5)	Rare (1)	Medium (5)	Monitor			Effective	Major (4), Rare (1) = Low (4)
			Natural environment	Extreme (5)	Rare (1)	Medium (5)	Monitor			Adequate	Extreme (5), Rare (1) = Medium (5)
Procurement or contractual failure 4.4.6 Sound financial and asset management	Inadequate or deficient procurement and contract management policies, procedures, systems and processes	<ul style="list-style-type: none"> <li>Interference or failure in delivery of planned projects, programs and services delivery</li> <li>Vulnerability to fraud, corruption or criminal activity</li> <li>Financial costs</li> <li>Legal liability exposure</li> <li>Sub optimal contractor performance</li> <li>Reputational damage and loss of public confidence</li> <li>External inquiries or reviews and possible intervention/sanction by the State</li> <li>Political and media interest</li> <li>Decision making failures</li> </ul>	Project time	Minor (2)	Unlikely (2)	Low (4)	Acceptable	<ul style="list-style-type: none"> <li>Utilise an assessment panel when dealing with major projects greater than \$75 000</li> <li>Appropriate and qualified personnel engaged when designing major infrastructure and ensure that they have the applicable qualifications and experience</li> <li>Adherence to Procurement Policy and Contract Management Procedure</li> <li>Implement robust tender and contract documents including the development of current construction contracts in accordance with Australian Standards</li> <li>Ensure appropriate insurance cover for each project, and also ensure that any contractors engage have the financial capacity to carry out the scope of works, and have a proven track record (accepting that cheapest isn't necessary the most advantageous)</li> </ul>	<ul style="list-style-type: none"> <li>Develop stakeholder relationship management plan</li> </ul>	Adequate	Minor (2), Rare (1) = Low (2)
			Compliance	Major (4)	Possible (3)	High (12)	Urgent Attention Required			Effective	Major (4), Rare (1) = Low (4)
			Reputation	Minor (2)	Possible (3)	Medium (6)	Monitor			Adequate	Minor (2), Rare (1) = Low (2)
Regulatory Changes 4.4.8 Compliance with the Local Government Act 1995 and all relevant legislation and regulations	State of Federal Government changes in administrative or regulatory arrangements which impedes or prevents the effective and efficient delivery of plans, programs, projects and or services	<ul style="list-style-type: none"> <li>Interference or failure in delivery of planned projects, programs and services delivery</li> <li>Low or poor asset utilisation rates; ballooning and unbudgeted costs</li> <li>Upward pressure on revenue streams including rates and charges</li> <li>Liability exposure</li> <li>Reputational damage and loss of public confidence</li> <li>Erosion of staff confidence and workplace culture</li> </ul>	Project time	Moderate (3)	Possible (3)	Medium (9)	Monitor	<ul style="list-style-type: none"> <li>Robust long term financial planning</li> <li>Lobbying to address changes through WALGA and LG Professionals</li> </ul>	<ul style="list-style-type: none"> <li>Develop stakeholder relationship management plan</li> </ul>	Adequate	Moderate (3), Unlikely (2) = Medium (6)
			Interruption to Services	Moderate (3)	Possible (3)	Medium (9)	Monitor			Effective	Minor (2), Unlikely (2) = Low (4)
			Financial	Minor (2)	Possible (3)	Medium (6)	Monitor			Adequate	Minor (2), Unlikely (2) = Low (4)
			Reputation	Moderate (3)	Possible (3)	Medium (9)	Monitor			Effective	Minor (2), Unlikely (2) = Low (4)
			People - Physical and Psychological	Minor (2)	Possible (3)	Medium (6)	Monitor			Adequate	Moderate (3), Rare (1) = Low (3)
Infrastructure Failure 3.1 Shine assets and facilities that support services and meet community need	Failed or deficient infrastructure and related services (including transport networks, wastewater systems or services)	<ul style="list-style-type: none"> <li>Public health impacts</li> <li>Environmental harm</li> <li>Budgetary constraint</li> <li>Uncertain community benefit</li> <li>Liability exposure and/or regulatory sanction</li> </ul>	Natural environment	Moderate (3)	Unlikely (2)	Medium (6)	Monitor	<ul style="list-style-type: none"> <li>Implement and adhere to robust 10-20 year Asset Management Plans for all classes of infrastructure (roads and bridges, buildings, community facilities)</li> <li>Financial considerations captured within reports to Council</li> <li>Adequate asset insurance is in place for the replacement of assets in the event of loss or damage</li> <li>Systematic inspection program of asset classes</li> <li>Implement established communication practices to ensure that community are aware of Councils decisions regarding new assets</li> </ul>	<ul style="list-style-type: none"> <li>Implement W.O.L. reporting when placing new capital projects to Council to allow sufficient discussion regarding implementing new assets for the community</li> </ul>	Adequate	Moderate (3), Rare (1) = Low (3)
			Reputation	Moderate (3)	Unlikely (2)	Medium (6)	Monitor			Adequate	Moderate (3), Rare (1) = Low (3)
			Compliance	Minor (2)	Unlikely (2)	Low (4)	Acceptable			Adequate	Minor (2), Rare (1) = Low (2)

Identified Strategic Risk	Risk Description	Consequence	Category(ies) (Table 1: Measures of Consequence)	Risk Consequence (Table 1: Ranking)	Measures of Likelihood (Table 2: Rating)	INHERENT Risk Ranking (Table 3: Consequence X Likelihood and Table 4: Risk Acceptance)	Risk Acceptance (Table 4: Description)	Existing Key Risk Control(s)	Proposed Key Risk Control(s)	Existing Control Ratings (Table 5: Rating)	RESIDUAL Risk Ranking (Table 4: Risk Acceptance)
Failing to meet community expectations <b>1. Healthy, safe, sustainable and resilient community, where businesses flourish and everyone belongs</b>	Community, social and cultural infrastructure and/or services that do not align with community expectations or are not sufficiently responsive to changed / evolving community expectations, or are beyond Council's capacity for delivery	<ul style="list-style-type: none"> <li>Cost and budgetary pressure</li> <li>Uncertain community benefit</li> <li>Reputational damage and loss of public confidence</li> </ul>	Reputation	Moderate (3)	Possible (3)	Medium (9)	Monitor	<ul style="list-style-type: none"> <li>Adherence to Community Engagement Strategy and Community Engagement Policy to engage community in the development of Council Plan.</li> <li>Robust reporting framework to allow Council to make the best informed decision regarding matters affecting the community and future generations</li> <li>Embedded culture of transparency and accountability (good governance practices)</li> </ul>	Develop a robust community led Council Plan	Adequate	Moderate (3), Rare (1) = <b>Low (3)</b>
Climate change <b>2. A natural environment that is protected, sustainable and enjoyed</b>	Climate change driven impacts on Council's assets, workforce, programs and services leading to cost and management implications for the organisation and impacts on the capacity to deliver planned and budgeted programs and services.	<ul style="list-style-type: none"> <li>Infrastructure, property or asset damage or loss</li> <li>Reduced asset life</li> <li>Changes in maintenance required for infrastructure and assets</li> <li>Harm to public health and safety</li> <li>Harm to worker health</li> <li>Cost and budgetary pressure</li> <li>Potential common law liability exposure</li> <li>Interference with planned programs and service delivery</li> <li>Reputational damage and loss of public confidence</li> <li>External inquiries or reviews</li> <li>Political and media interest</li> <li>Pressure on natural systems, ecology, and biodiversity</li> </ul>	Property	Minor (2)	Possible (3)	Medium (6)	Monitor	<ul style="list-style-type: none"> <li>Investigate alternative energy sources within Councils key buildings (e.g. solar)</li> <li>Systematic inspection program on key assets (buildings, community infrastructure, roads) to develop a sustainable renewal and maintenance program</li> <li>Understand and mitigate Councils organisational carbon emissions to reach targets set by the Energy Emissions Reduction Strategy with annual reporting</li> <li>Actions undertaken in accordance with the Local Climate Change Adaption Action Plan and Regional Climate Change Adaption Action Plan</li> <li>Improved Open space / Parks / Streetscape Design</li> </ul>		Adequate	Minor (2), Unlikely (2) = <b>Low (4)</b>
			People - Physical and Psychological	Minor (2)	Possible (3)	Medium (6)	Monitor			Adequate	Minor (2), Unlikely (2) = <b>Low (4)</b>
			Financial	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
			Reputation	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
			Interruption to Services	Minor (2)	Possible (3)	Medium (6)	Monitor			Adequate	Minor (2), Unlikely (2) = <b>Low (4)</b>
Systemic change or disruption <b>4. Trusted, leading and listening local government</b>	Population, demographic, technological or other societal changes that disrupt existing models and arrangements for local government decision-making, program design, budgeting, assets and infrastructure and/or service delivery.	<ul style="list-style-type: none"> <li>Inadequate or restricted land availability to accommodate sustainable growth</li> <li>Interference or failure in delivery of planned projects, programs and services delivery</li> <li>Redundant or underutilised assets</li> <li>Cost and budgetary pressure</li> <li>Reputational damage and loss of public confidence</li> <li>Financial costs</li> </ul>	Interruption to Services	Moderate (3)	Possible (3)	Medium (9)	Monitor	<ul style="list-style-type: none"> <li>Implement established communication practices to ensure that community are aware of reasons for disruption</li> <li>Develop and implement procedures around the development of annual budgets and reviews to discuss economic trends (population, age, employment etc.)</li> <li>Have a contemporary local planning strategy and local planning scheme</li> </ul>	Robust Council Plan and informing strategies to plan and respond to changing environment	Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
			Project time	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
			Reputation	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
			Financial	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
Workforce not fit for purpose to deliver on organisational outcomes and services <b>4.4.7 Be an employer of choice, attracting and retaining the right people with the right skills in a diverse and productive workplace</b>	Organisation structure not aligned to Council Plan, inefficiencies or over servicing, failure to recruit suitably qualified and experienced staff.	<ul style="list-style-type: none"> <li>Disruption to day to day operations, planned programs and service delivery</li> <li>Employee costs and budgetary pressure</li> <li>Uncertain community benefit</li> <li>Erosion of staff confidence and workplace culture</li> </ul>	People - Physical and Psychological	Moderate (3)	Possible (3)	Medium (9)	Monitor	<ul style="list-style-type: none"> <li>Workforce Plan prepared based on current and future needs of the Shire and endorsed by Council</li> <li>Work Health and Safety requirements are embedded across the organisation</li> <li>Appropriate and qualified personnel are engaged and they have the relevant qualifications and experience</li> <li>Enterprise Agreements with competitive salaries, conditions and benefits.</li> </ul>	Review of current organisation values in conjunction with new Council Plan and embed any changes	Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>
			Reputation	Minor (2)	Possible (3)	Medium (6)	Monitor			Effective	Minor (2), Unlikely (2) = <b>Low (4)</b>
			Financial	Moderate (3)	Possible (3)	Medium (9)	Monitor			Adequate	Moderate (3), Unlikely (2) = <b>Medium (6)</b>

## **7.0 CLOSING PROCEDURES**

### **7.1 Date, Time and Place of the Next Meeting**

The next Audit and Risk Committee meeting will be held on Tuesday 25 June 2024 at 4.00pm, in the Committee Room.

### **7.2 Closure of the Meeting**