



SHIRE OF WOODANILLING

ATTACHMENT BOOKLET FOR

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING

Tuesday, 21 April 2026 at 2.00pm

INDEX

- 8.1.1 Minutes of the Audit Committee Meeting held 16 December 2026
- 9.1.1 Draft Policy No. 119 - Risk Management
- 9.2.1 Risk Management Procedures
- 9.3.1 Draft Strategic Risk Register
- 9.4.1 Shire of Woodanilling Business Continuity Plan April 2026 - Redacted
- 9.5.1 Regulation 5 and Regulation 17 Recommendations Status Report



SHIRE OF WOODANILLING



Audit, Risk and Improvement Committee Meeting
Unconfirmed Minutes
16 December 2025

DISCLAIMER

This agenda has yet to be dealt with by the Audit, Risk and Improvement Committee. The recommendations shown at the foot of each item have yet to be considered by the Audit, Risk and Improvement Committee and are not to be interpreted as being the position of the Audit, Risk and Improvement Committee. The minutes of the meeting held to discuss this agenda should be read to ascertain the decision of the Audit, Risk and Improvement Committee.

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AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING AGENDA

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chairperson, Cr Thomson will declare the meeting open at 11am. The Chairperson will alert the meeting to the procedures for emergencies including evacuation, designated exits, and muster points.

2. RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Present:

Cr HR Thomson	Shire President - Chair
Cr S Vermeulen	Deputy Shire President
Cr I Garstone	
Cr K Stephens	
Cr R Marshall	

Officers:

Anika Serer	Chief Executive Officer
Ciara Whitmore	Customer Service Officer

Apologies:

Observers:

3. APOLOGIES

Nil.

4. APPLICATIONS FOR LEAVE OF ABSENCE

Cr Trimming was granted leave of absence at the Ordinary Council Meeting held on 18 November 2025 for the period of December 2025.

COMMITTEE DECISION – ITEM 4.1 APPLICATIONS FOR LEAVE – CR MORRIS TRIMMING

Moved:

Seconded:

That Council notes the leave of absence previously granted to Cr Morris Trimming at the Ordinary Council Meeting held on 18 November 2025 for the period of December 2025.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Garstone, Cr Stephens, Cr Marshall

Against: Nil

5. RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil.

6. PUBLIC QUESTION TIME

Nil.

7. DECLARATIONS OF COUNCILLORS OR OFFICERS INTEREST

Nil.

8. CONFIRMATION OF PREVIOUS MINUTES:

8.1. AUDIT COMMITTEE MEETING 18 MARCH 2025

COUNCIL DECISION

That the Minutes of the Audit Committee meeting held 18 March 2025 be confirmed as a true and correct record of proceedings without amendment.

COMMITTEE DECISION – ITEM 8.1.AUDIT COMMITTEE MEETING 18 MARCH 2025

Moved:

Seconded:

That the Minutes of the Audit Committee meeting held 17 December 2024 be confirmed as a true and correct record of proceedings without amendment.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Garstone, Cr Stephens, Cr Marshall

Against: Nil

9. AUDIT, RISK AND IMPROVEMENT COMMITTEE REPORTS

9.1. ADOPTION OF 2024/2025 ANNUAL REPORT

File Reference	ADM0017
Date of Report	8 December 2025
Responsible Officer	Anika Serer, Chief Executive Officer
Author of Report	Anika Serer, Chief Executive Officer
Disclosure of any Interest	No Officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .
Voting Requirement	Absolute Majority
Attachments	Attachment 9.1.1 – Shire of Woodanilling Annual Report 2024/2025 Attachment 9.1.2 – Final Audit Management Letter Attachment

BRIEF SUMMARY

The purpose of this report is for the Audit, Risk and Improvement Committee Meeting to recommend to Council to adopt the 2024/2025 Shire of Woodanilling Annual Report.

BACKGROUND

The Office of Auditor General (OAG) conducted the Annual Financial Audit for 2024/2025 following production of the Annual Financial Statements, with the process concluding in December 2025. This item discusses the outcomes of the Audit.

The final audited financial statements have been received from the OAG and Lincolns, and the formal audit exit meeting was held on Wednesday 3rd December 2025. In attendance at this meeting was:

- Jay Teichert, Director Financial Audit, (OAG);
- Mr Chris Martain, Auditor, Lincolns;
- Mr Darren Long, DL Consulting, Accountant
- Cr Russel Thomson, Shire President;
- Ms Anika Serer, Chief Executive Officer;
- Ms Brooke Dellacqua, Senior Finance Officer.

During this meeting the report was discussed for the year ended 30 June 2025. Following the formal Audit Exit meeting, the Office of Auditor General released the independent auditor's reports.

Under section 5.53 of the Local Government Act 1995, the Shire is required to prepare an Annual Report each financial year. This report is to contain:

- A report from the Shire President and Chief Executive Officer;
- An overview of the Plan for the Future/Community Strategic Plan;
- The 2024/2025 Financial Report;
- The 2024/2025 Auditor Report; and
- Any other prescribed information.

Council is also requested to give consideration to determining the date, time and location of the Annual General Meeting. The meeting must be held within 56 days from the date Council accepts the Annual Report and Financial Statements. If Council accepts the Annual Report at this meeting, it is proposed that the Annual Electors Meeting is scheduled for 7pm on Tuesday 10th February 2026 (exactly 56 days from 16th December 2025).

The Annual Report has been prepared in accordance with the *Local Government Act 1995*, associated regulations and is contained in **Attachment 9.1.1**.

Final Audit Management Report

In the Final Audit Management Report for the financial year ended 30 June 2025, the Office of the Auditor General identified the following matters:

Index of findings	Potential impact on audit opinion	Rating			Prior year finding
		Significant	Moderate	Minor	
1. Risk Register Not Maintained	No		✓		✓
2. Employee Provision Calculations	No			✓	✓

Key to ratings

The Ratings in this management letter are based on the audit team's assessment of risks and concerns with respect to the probability and/or consequence of adverse outcomes if action is not taken. We give consideration to these potential adverse outcomes in the context of both quantitative impact (for example financial loss) and qualitative impact (for example inefficiency, non-compliance, poor service to the public or loss of public confidence).

Significant - Those findings where there is potentially a significant risk to the entity should the finding not be addressed by the entity promptly. A significant rating could indicate the need for a modified audit opinion in the current year, or in a subsequent reporting period if not addressed. However even if the issue is not likely to impact the audit opinion, it should be addressed promptly.

Moderate - Those findings which are of sufficient concern to warrant action being taken by the entity as soon as practicable.

Minor - Those findings that are not of primary concern but still warrant action being taken.

1. Risk Register Not Maintained (2024 Finding)

Finding:

A risk register was not available for our inspection to reflect identified risks, and if they have been adequately treated. We are informed that the Shire operates within a risk management framework that is not formalised to review and monitor the risks.

We note that this was raised to the Shire's attention in the recently completed Regulation 17 review and is in the process of being reviewed and formalised.

Rating: Moderate (2024 Moderate)

Implication

Without a comprehensive documented and updated risk register, the Shire has potential exposure to risks that if unmanaged, may have an adverse impact on the achievement of organisational objectives.

Recommendation

Risks should be appropriately recorded in a risk register including details of remedial actions and timeframe of the implementation. The Shire should communicate the identified risks within a council meeting, to enable elected members to be fully informed of the identified risks when making decisions.

Management comment (2024)

As per the Shire of Woodanilling Regulation 17 Review findings endorsed in August 2024, the Shire of Woodanilling is required to adopt an updated Risk Management Policy, which accords with ISO 31000:2018. As part of this process I will also develop a Risk Register and Framework. This project has commenced and once complete will be presented to Council for adoption.

Management comment (2025)

I acknowledge that the updated Policy, Framework and Risk Register has not been implemented due to a review finding significant revision required to the process commenced by the previous CEO. I have prioritised this and recently employed an Executive Manager Corporate Services who will focus on the development and implementation of appropriate measures.

2. Employee Provision Calculations**Finding:**

While testing calculations of employee annual and long service leave entitlements the following errors were discovered:

Long Service Leave

- Pay rates used to calculate the provision were July 2025 rates, which included a pay rise effective 1 July 2025. This resulted in the provision being overstated by \$5,625.17. This is not material and has been recorded as an unadjusted misstatement.
- Three instances where a terminated employee remained in the worksheet with a leave entitlement balance. The amount was \$13,585.49 which is not considered material to the financial statements as a whole and has been recorded as an unadjusted misstatement.
- Amounts due from other local governments is made up of entitlements for two employees who are no longer employed by the Shire.

Annual Leave

- Pay rates used to calculate the provision were July 2025 rates, which included a pay rise effective 1 July 2025. This resulted in the provision being overstated by \$10,393.38. This is not material and has been recorded as an unadjusted misstatement.
- One instance where a terminated employee remained in the worksheet with a leave entitlement balance. The amount was \$3,302.31 which is not considered material to the financial statements as a whole and has been recorded as an unadjusted misstatement.

It also appears that amounts due to and from other local governments has not been reviewed and updated,

Rating: Minor (2024: Minor)**Implication**

Lack of regular review of worksheets to ensure that calculations are being performed correctly, and information contained is current, has the potential for material errors in disclosures to arise.

Recommendation

Regular review of all worksheets used in the preparation of any financial disclosures be carried out by the person using the worksheet, along with additional review by a person independent of the process.

Management comment

The Shire had received notification from Wageline on 25 June 2025 that new pay rates would apply to employees on 1 July 2025, the new rates were utilised to calculate annual leave and long service leave provisions. It was our opinion this would provide a more accurate value of the actual leave entitlement provision due, and that would be payable to employees.

Management acknowledges the errors in relation to terminated employees and will undertake a detailed review of the leave provisions calculations in 2025-2026 to remove and correct these errors.

STATUTORY/LEGAL IMPLICATIONS

The *Local Government Act 1995* requires the Council to accept the Annual Report by 31 December each year unless the audit report is not available. If unable to be accepted by 31 December in any given year, then Council must accept the report within two (2) months of the audit report becoming available.

The Annual Electors Meeting must then be held within fifty-six (56) days of Council accepting the Annual Report. A minimum of fourteen days local public notice is required of the date, time, place and purpose of the meeting.

Part 7, Division 3A of the Act requires the Auditor General to conduct a financial audit and report on the financial audit before giving a copy of the President, Chief Executive Officer and Minister for Local Government.

The Local Government (Audit) Regulations 1996 provide for the roles and functions of the Audit, Risk and Improvement Committee which includes:

- Guiding and assisting the Shire in carrying out its financial management functions and its functions related to audits, and
- Promoting transparency and accountability in the Shire's financial reporting and promoting effective and responsible management of risks to protect the Shire's assets.

POLICY IMPLICATIONS

There is no policy associated with this item.

FINANCIAL IMPLICATIONS

There are no financial implications for this report.

STRATEGIC IMPLICATIONS

PILLAR 3: CIVIC LEADERSHIP

GOAL 8: Accountable and compliant governance

8.1 Maintain compliance with the Local Government Act 1995 and associated regulations

CONSULTATION/COMMUNICATION

Consultation has been undertaken with the Chief Executive Officer, DL Consulting and finance staff, OAG and Lincolns. The Exit Meeting occurred with the Chair of the Audit, Risk and Improvement Committee held on Wednesday 3rd December 2025.

RISK MANAGEMENT

There is a risk that should the Annual Report not be adopted within the timeframes outlined, Council may be in breach of the *Local Government Act 1995*, and applicable subsidiary legislation. Accordingly, the risk associated with this matter is assessed as "High".

Consequence Likelihood	Insignificant	Minor	Moderate	Major	Extreme
Almost	Medium	High	High	Severe	Severe
Likely	Low	Medium	High	High	Severe
Possible	Low	Medium	Medium	High	High
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Low	Low	Medium

Risk Rating	Action
LOW	Monitor for continuous improvement.
MEDIUM	Comply with risk reduction measures to keep risk as low as reasonably practical.
HIGH	Review risk reduction and take additional measures to ensure risk is as low as reasonably achievable.
SEVERE	Unacceptable. Risk reduction measures must be implemented before proceeding.

VOTING REQUIREMENTS

Absolute Majority

OFFICER'S RECOMMENDATION

That Audit, Risk and Improvement Committee recommends to Council to:

1. Accept the Shire of Woodanilling 2024/2025 Annual Report for the financial year ended 30 June 2025 as presented in **Attachment 9.1.1**;
2. Convene the Annual Electors Meeting on Tuesday 10th February 2026 in the Woodanilling Council Chambers commencing at 7pm; and
3. Publish the Shire of Woodanilling 2024/2025 Annual Report and Notice of Meeting as well as give public notice to the above effect, pursuant to the *Local Government Act 1995*, sections 5.29, 5.55, 5.55A, in the Wongi, on the Shire's website, official Notice Boards and Facebook site.

COMMITTEE DECISION – ITEM 9.1. ADOPTION OF 2024/2025 ANNUAL REPORT

Moved:

Seconded:

That Audit, Risk and Improvement Committee recommends to Council to:

1. Accept the Shire of Woodanilling 2024/2025 Annual Report for the financial year ended 30 June 2025 as presented in Attachment 9.1.1;
2. Convene the Annual Electors Meeting on Tuesday 10th February 2026 in the Woodanilling Council Chambers commencing at 7pm; and
3. Publish the Shire of Woodanilling 2024/2025 Annual Report and Notice of Meeting as well as give public notice to the above effect, pursuant to the *Local Government Act 1995*, sections 5.29, 5.55, 5.55A, in the Wongi, on the Shire's website, official Notice Boards and Facebook site.

CARRIED 5/0

For: Cr Thomson, Cr Vermeulen, Cr Garstone, Cr Stephens, Cr Marshall

Against: Nil

10. CLOSURE OF MEETING

There being no further business to discuss the Chairperson, Cr Thomson will declare the meeting closed at _____ pm.

POLICY TYPE: GOVERNANCE		POLICY NO: 118
DATE ADOPTED: /2026		DATE LAST REVIEWED:
LEGAL (PARENT): Local Government Act 1995		LEGAL (SUBSIDIARY): Local Government (Audit) Regulations 1996
DELEGATION OF AUTHORITY APPLICABLE:		DELEGATION NO.

ADOPTED POLICY	
TITLE:	Risk Management
OBJECTIVE:	<p>The objective of Risk Management is to identify potential risks before they occur and mitigate those that cannot be avoided. The Shire of Woodanilling (Shire) will endeavour to achieve its organisational goals and objectives by:</p> <ul style="list-style-type: none"> • Creating an environment where everyone involved with the Shire accepts responsibility for risk management and can deliver effective levels of service efficiently towards the achievement of the Shire's goals and objectives; • Developing and maintaining an organisational culture that uses appropriate risk assessment, management tools, and effective controls to mitigate risk across the Shire's key risk areas, enhance the organisation's resilience, and ensure statutory, regulatory and compliance requirements are met and identified risks mitigated; • Providing transparent and formal oversight of the risk and control environment enabling effective decision-making within the Shire's risk appetite; • Enabling the Council, in partnership with the community, to make decisions for the community's future with a high level of confidence that key risks have been taken into account and mitigated where possible; • Ensuring public safety within the Shire is not compromised; • Supporting ongoing work health and safety; • Limiting the loss or damage to property and other assets, and the interruption to business continuity and critical operations; • Ensuring positive collaboration between Council and its workforce contributing to a positive public perception of both; and • Applying equal opportunity principles in the workforce and community.

SCOPE

This Policy applies to all risk processes and activities undertaken by Councillors, Employees, Volunteers, Consultants, and Contractors and is subject to regular monitoring and formal biennial review by the Executive Management Team and Council's Audit, Risk and Improvement Committee (unless a material event or change in circumstances requires prior review). The Executive Manager Corporate Services is responsible for the implementation, review, and improvement of this Policy.

DEFINITIONS

Risk – effect of uncertainty on objectives.

Effect – deviation from the expected (positive or negative).

Objectives – can have different aspects (e.g., financial, environmental, work health and safety, reputation etc.) and apply at different levels (e.g., strategic, organisation-wide, project, product, or process).

Risk Management – coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process – systematic application of management policies, procedures, and practices to the activities of communicating, consulting, establishing context, identifying, analysing, evaluating, treating, monitoring, and reviewing risk.

Legislative and Strategic Context

Legislative:

- *Local Government Act 1995 (Act)* – s. 5.56 – Planning for the future
- Local Government (Audit) Regulations 1996 (Regulations) – r. 16 – Functions of Audit, Risk and Improvement Committee

Strategic:

- Corporate Business Plan Actions
Pillar 3/Goal 8 – Accountable and Compliant Governance
8.1 Maintain compliance with the *Local Government Act 1995* and associated regulations
Pillar 3/Goal 9 – Enhance Strong Civic Leadership
9.2 Council is supported with a resource to ensure high level of compliance and to build capacity

ASSOCIATED DOCUMENTS

Policies:

All Council policies represent risk mitigation through the provision of consistency and guidance when dealing with the subject matter each policy relates to.

Other:

- Strategic Community Plan
- Risk Management Procedures including Risk Assessment and Acceptance Criteria (see Risk Management tables below)
- Crisis Management and Business Continuity Response Plan

POLICY STATEMENT

Risk management is an integral part of the Shire of Woodanilling's (Shire) corporate governance, culture, policies, and procedures and is the responsibility of everyone involved in Shire operations.

Risk management functions form part of Strategic, Operational, and Project responsibilities incorporated within the Shire's Integrated Planning Framework and are resourced appropriately to match the size and scale of the Shire's operations. The Shire is committed to having organisation-wide risk management principles, systems, and processes to ensure consistent and effective assessment of risk in all planning, decision making and operational processes, in compliance with s. 5.56 (2) of the *Act* and the Local Government (Audit) Regulations. It is the Shire's intention to achieve best practice (aligned with AS/NZS ISO 31000:2018 Risk management - Guidelines) in the management of all risks that may affect the Shire meeting its objectives.

By operating within an approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support delivery of the Shire's Strategic, Corporate & Operational Plans.

GOVERNANCE

(Risk Management Procedures contain further detail)

Roles of responsibility (Organisational)

- Council
- Audit, Risk and Improvement Committee
- CEO/Executive Management Team
- Work Areas

Responsibilities (General)

- Council is committed morally and financially to the concept and resourcing of risk management.
- The CEO, Executive Managers and Supervisors have the responsibility and accountability for ensuring that all staff manage the risks within their own work areas. Risks should be anticipated and reasonable protective measures taken.
- All managers will encourage openness and honesty in the reporting and escalation of risks.
- All staff will be encouraged to alert management to the risks that exist within their area, without fear of recrimination.

- All staff will, after appropriate training, adopt the principles of risk management and comply with all policies, procedures and practices relating to risk management.
- All staff and employees will, as required, conduct risk assessments during the performance of their daily duties.
- The level of sophistication of the risk assessment will be commensurate with the scope of the task and the associated level of risk identified.
- Failure by staff to observe reasonable directions from supervisors regarding the management of risks and/or failure of staff to take reasonable care in identifying and treating risks in the workplace may result in disciplinary action.
- It is the responsibility of every department to observe and implement this policy in accordance with procedures and initiatives that are developed by management.

Procedures

All Work Areas of the Shire are required to assess and manage Risk Profiles within the Risk Register on an ongoing basis. This process is standardised across all areas of the Shire and supported by the use of key data inputs, workshops, and ongoing engagement with applicable personnel, in accordance with the Shire's Risk Management Procedures, and giving consideration to the following:

- Scope, Context, Criteria
- Risk Identification
- Risk Analysis
- Risk Evaluation
- Risk Treatment
- Communication and Consultation
- Monitoring and Review
- Recording and Reporting

Application

Risk management will be applied, in particular (but not limited), to the following:

- Strategic planning
- Expenditure of large amounts of money
- New strategies and procedures
- Management of projects, tenders, and proposals
- Introducing significant change
- Management of sensitive issues

Risk Assessment and Acceptance

The Shire has quantified its broad risk appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria (Criteria). All organisational risks are to be assessed according to this Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised; however, these cannot exceed the Shire's risk appetite and are to be noted within any individual risk assessment. The Criteria are a component of the Shire's Risk Management Framework and this Policy (see below).

RISK ASSESSMENT AND ACCEPTANCE CRITERIA**Shire of Woodanilling Measures of Consequence**

Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment	Project TIME	Project COST
Insignificant (1)	Near miss. Minor first aid injuries	<\$2,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
Minor (2)	Medical type injuries	≥\$2,000 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
Moderate (3)	Lost time injury <30 days	>\$10,000 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
Major (4)	Lost time injury >30 days	>\$50,000 - \$100,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
Catastrophic (5)	Fatality, permanent disability	>\$100,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution. Complete loss of plant, equipment & building	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%

Measures of Likelihood				
Level	Rating	Description	Frequency	Control Effectiveness
1	Rare	The event may only occur in exceptional circumstances (<5% chance)	Less than once in 10 years	Controls are very strong and operating as intended. There is no scope for improvement.
2	Unlikely	The event could occur at some time (<10% chance)	Once in 10 years	Controls are strong and operating as intended
3	Possible	The event should occur at some time (20% chance)	Once in 3 years	Controls are operating as intended, but there is scope for improvement
4	Likely	The event will probably occur in most circumstances (>50% chance)	Once per year	Controls are operating; however, inadequacies exist
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year	Controls are weak, do not exist, or are not being complied with

Shire of Woodanilling Risk Rating (Consequence x Likelihood = Risk Rating)						
Consequence Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)

Shire of Woodanilling Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
Low	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
Moderate	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
High	Urgent Attention Required	Risk acceptable with effective controls, managed by executive management/CEO and subject to monthly monitoring	Executive Manager/CEO
Extreme	Unacceptable in most circumstances	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous documented monitoring	CEO/Council

Shire of Woodanilling Existing Control Ratings		
Rating	Foreseeable	Description
Effective	There is no scope for improvement with all available resources.	Processes (Controls) operating as intended and aligned to Policies/ Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is some scope for improvement.	Processes (Controls) generally operating as intended; however, inadequacies exist. Nil or limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a need for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist or are not being complied with. Have not been reviewed or tested for some time.



Risk Management Procedures

April 2026



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Introduction

The Shire of Woodanilling's (Shire) Risk Management Policy combined with the components of this Risk Management Procedures document, Risk Assessment and Acceptance Criteria and the Strategic & Operational Risk Registers, form the Shire's Risk Management Framework (Framework).

The Framework sets out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks.

All components of this document are based on AS/NZS ISO 31000:2018 Risk management - Guidelines.

It is essential that all areas of the Shire adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- That uncertainty and its effects on objectives is understood.

This framework aims to balance a documented, structured and systematic process with the Shire's current size, resource availability and complexity.

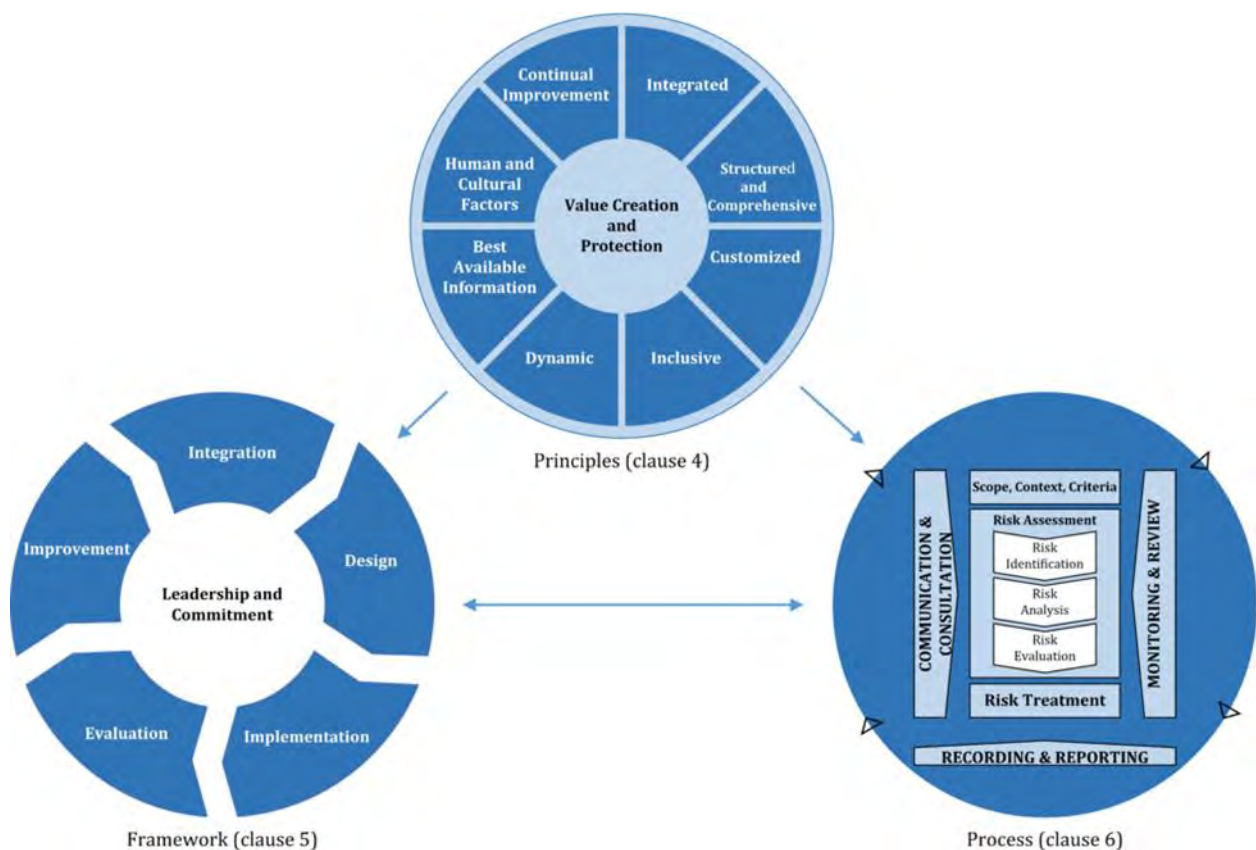


Figure 1: Relationship between risk management principles, framework and process
(Source: ISO 31000:2018)



Governance

Appropriate governance of risk management within the Shire provides:

- Transparency of decision-making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective governance structure to support the risk framework.

Framework Review

The Risk Management Framework is to be reviewed for appropriateness and effectiveness at least every three years.

Operating Model

The Shire has adopted a **“Three Lines of Defence”** model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision-making are structured to demonstrate effective governance and assurance. By operating within the approved Risk Appetite and Framework, our Council, Management and other stakeholders will have assurance that risks are managed effectively to support delivery of the Shire’s Strategic and Operational Plans.

First Line of Defence

All operational areas of the Shire are considered **‘1st Line’**.

They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include:

- Establish and implement appropriate processes and controls for the management of risk in line with these procedures.
- Undertake adequate analysis to support the risk decision-making process.
- Retain primary accountability for the ongoing management of their risk and control environment.

Second Line of Defence

The Executive Manager Corporate Services acts as the primary **‘2nd Line’**. This position owns and manages the framework for risk management. They draft and implement the governance procedures and provide the necessary tools and training to support the 1st Line process.

The Shire’s Executive Management Team (EMT) supplements the 2nd Line of defence.

Maintaining oversight on the application of the Framework provides a transparent view and level of assurance to the 1st & 3rd Lines on the risk and control environment. Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Co-ordinating the Shire’s risk reporting for Council, Chief Executive Officer (CEO), EMT, and the Audit, Risk and Improvement Committee (Committee).
- Performing Control Assurance activities across the Shire’s key processes as required.



Third Line of Defence

Internal & External Audit are the '3rd Line' of defence, providing independent assurance to Council, Committee, CEO, and EMT on the effectiveness of business operations and oversight frameworks (1st & 2nd Lines).

Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures, the scope of which would be determined by the CEO with input from the Audit Committee.

External Audit –Appointed by Council on the recommendation of the Committee to report independently to the President and CEO on the annual financial statements only.

Governance Structure

The following diagram depicts the current operating structure for risk management within the Shire.

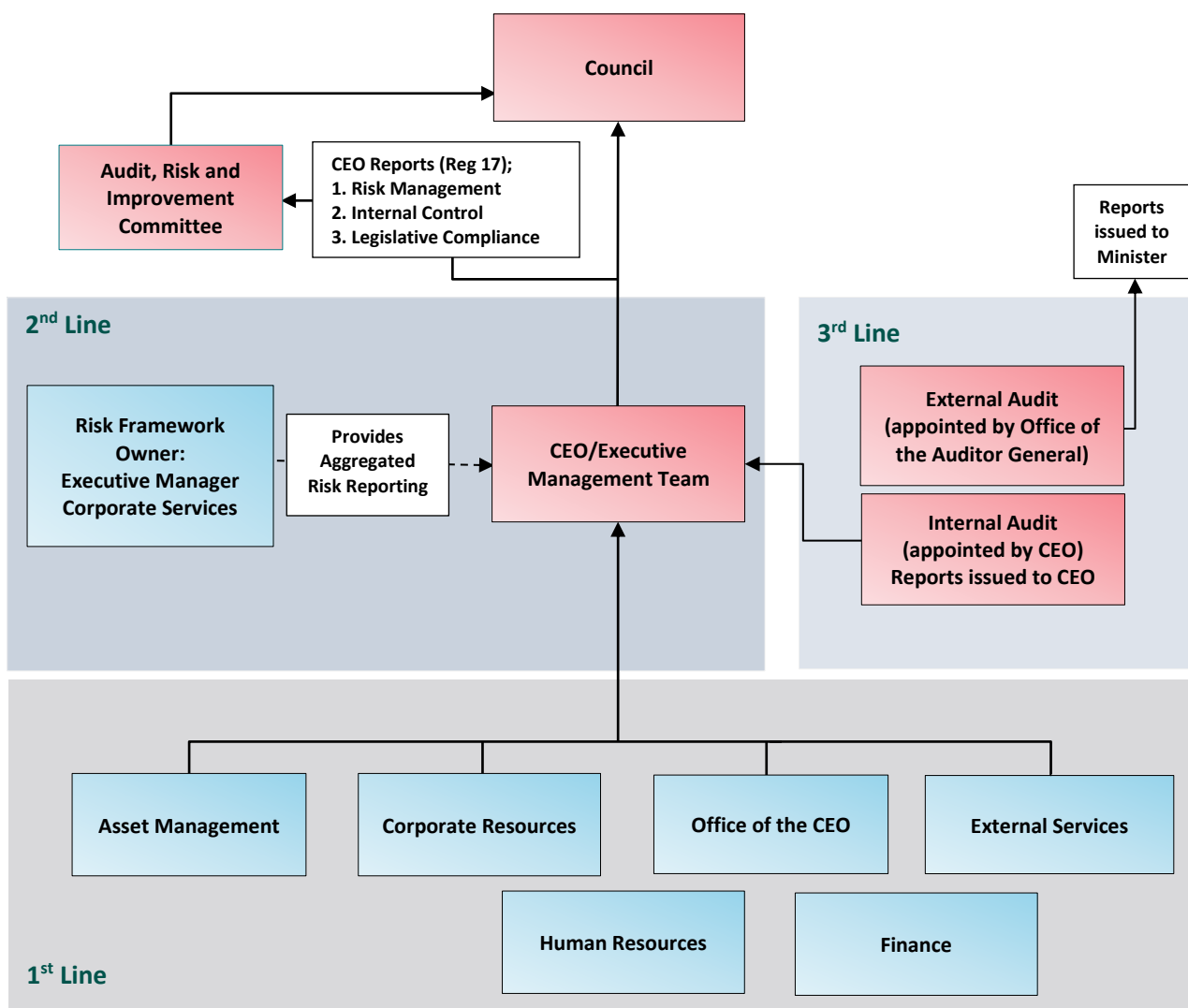


Figure 2: Three Lines of Defence Operating Model



Roles & Responsibilities

Council

- Review and approve the Shire's Risk Management Policy and Risk Assessment & Acceptance Criteria.
- Appoint external Auditors to report on financial statements annually.
- Establish and maintain an Audit, Risk and Improvement Committee in terms of the *Local Government Act 1995*.

Audit, Risk and Improvement Committee

- Support Council to provide effective corporate governance.
- Oversight of all matters that relate to the conduct of Audits (Internal & External).
- Regular review of the appropriateness and effectiveness of the Framework.
- Independent, objective and autonomous in deliberations.

CEO/Executive Management Team

- Appoint Internal Auditors as required under Local Government (Audit) Regulations 1996.
- Approve and review the appropriateness and effectiveness of the Framework.
- Drive consistent embedding of a risk management culture.
- Analyse and discuss emerging risks, issues, and trends.
- Document decisions and actions arising from risk-related matters.
- Liaise with Council in relation to risk acceptance requirements.
- Own and manage strategic & operational risk.
- Own and manage the Risk Profiles at Shire level.

Executive Manager Corporate Services

- Oversee and facilitate the Framework;
- Provide review of the risk registers to the Audit, Risk and Improvement Committee 18 monthly
- Support reporting requirements for risk-related matters.

Work Areas

- Drive risk management culture within work areas.
- Own, manage and report on specific risk issues as required.
- Assist in the risk & control management process as required.
- Highlight any emerging risks or issues accordingly.
- Incorporate risk management into management meetings, by discussing:
 - Any new or emerging risks.
 - Review existing risks.
 - Control adequacy.



- o Any outstanding issues and actions.

Document Structure (Framework)

The following diagram depicts the relationship between the risk management Policy, Appetite, Procedures and supporting documentation and reports.

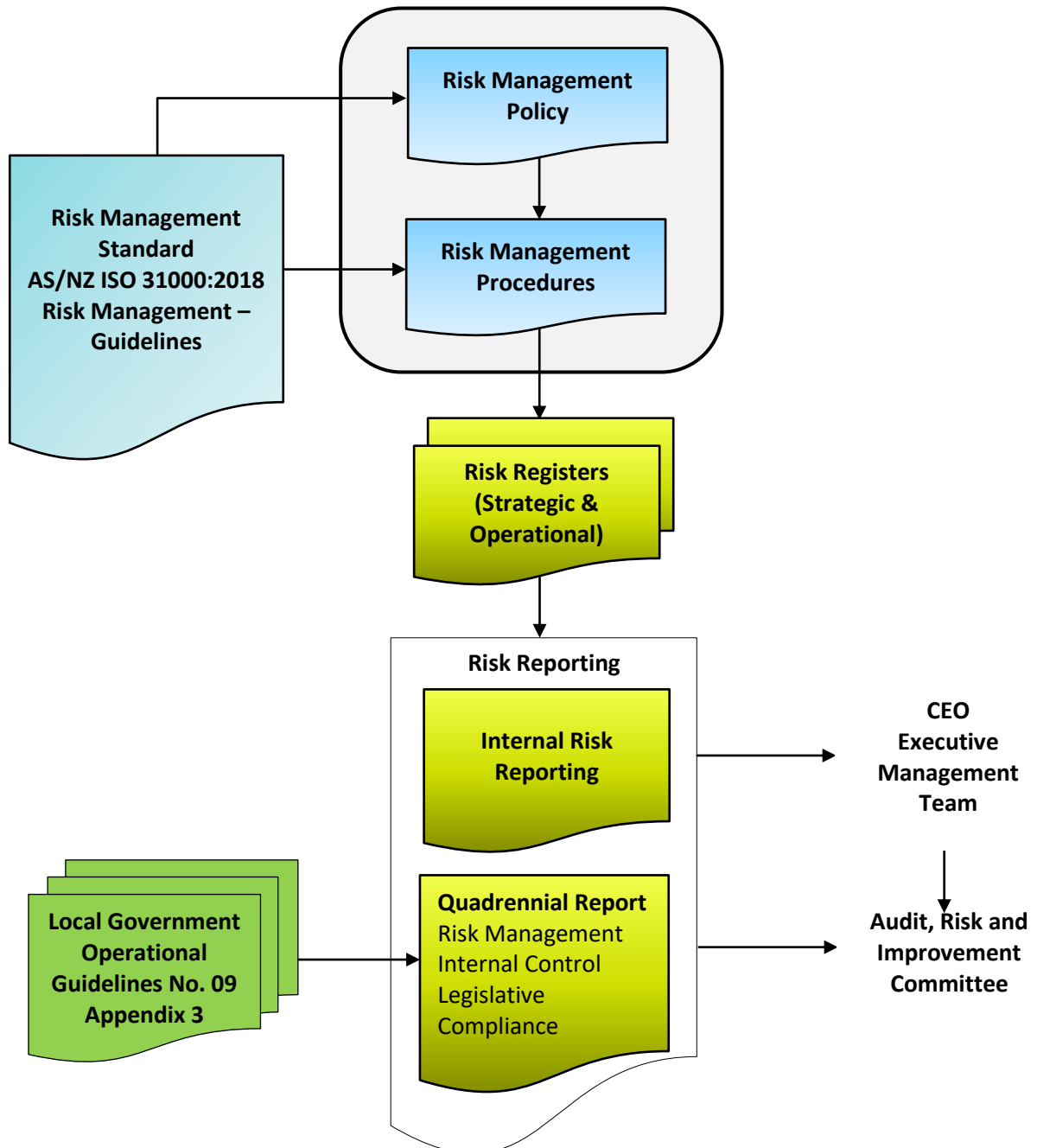


Figure 3: Document Structure



Risk Management Process

All areas of the Shire are required to assess and manage their risk on an ongoing basis.

In general, risks need to be:

- Representative of the Shire's material risk landscape.
- Reviewed regularly (on at least an 18 month rotation) so that they remain current, or sooner if there has been a material restructure or change in the risk and control environment
- Maintained in the standard format.

This process is supported by the use of key data inputs, workshops and ongoing business engagement.

The risk management process is standardised across all areas of the Shire. The following diagram outlines that process, followed by broad descriptions of each step from **A** to **H**.

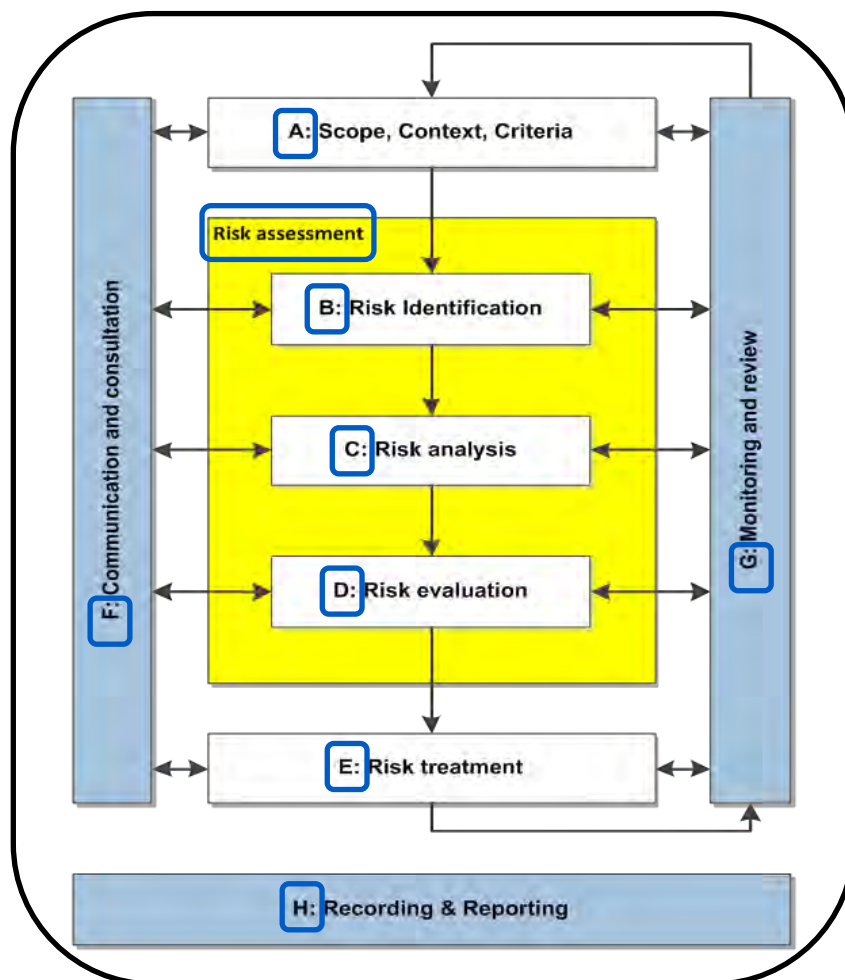


Figure 4: Risk Management Process – Source ISO 31000:2018



A: Scope, Context, Criteria

The first step in the risk management process is to understand the background within which risks are to be assessed, and what it is being assessed, whether that be an object, activity, project, division or the whole organisation. This forms two elements; 'Organisational Criteria' and 'Scope and Context':

Organisational Criteria

This includes what the organisation is trying to achieve and the Risk Assessment and Acceptance Criteria (Appendix B).

All risk assessments are to utilise these Risk Criteria to allow consistent and comparable risk information.

Scope and Context

In addition to understanding what is to be assessed, it is also important to understand the source of the risk (internal or external to the organisation) and who the key stakeholders are or areas of expertise that may need to be included in the risk assessment.

Since risk is defined as *the effect of uncertainty on objectives* (AS/NZS ISO 31000), the Shire has three levels of risk assessment Context:

1. Strategic Context

These risks are associated with **achieving the organisation's long-term objectives**. Inputs to establishing the strategic risk assessment context may include;

- Organisational Values and Vision
- Stakeholder Analysis / Environment Scan / SWOT Analysis
- Strategies / Objectives / Goals

The EMT own and manage these risks.

2. Operational Context

These risks are associated with **achieving the Shire's day-to-day business objectives**, activities, functions and services.

Prior to identifying operational risks, the operational area should identify its business objectives i.e., what it is aiming to achieve?

The Executive Management Team delegate responsibility for the management of these risks to the Senior Management Team, however, remain the owners of these risks.

3. Project Context

These risks are associated with **achieving the Shire's change initiatives**.

Project Risk has two main components:

- **Indirect** refers to the strategic or operational risks to the Shire that may arise **because** of the Project.
- **Direct** refers to the risks that threaten delivery of **actual project outcomes**.

These risks are generally managed by the Project Manager and owned by the Executive.



B: Risk Identification

Note that Risk identification is the first step of a three-part 'Risk Assessment', consisting of Risk Identification, Risk Analysis and Risk Evaluation. Note: A Risk Assessment template can be found in the Appendixes of this document.

Once the 'Context' has been determined, the next step is to identify risks. This is the process of finding, recognising and describing risks.

Risks are described as the point along an event sequence where control is lost.

An event sequence is shown below:



Figure 5: Risk Event Sequence

The objective of the 'Risk Identification' step is to identify potential risks that could stop the Shire from achieving its objectives. This step is also where opportunities for enhancement or gain across the organisation can be found.

In conjunction with relevant stakeholders and subject matter experts, ask the questions listed below and then capture the information for each risk under the headings '**Risk Description**', '**Causes**', '**Controls**' and '**Consequences**'.

These questions should be used only as a guide to identifying risks; additional analysis may be required. Ask:

- What can go wrong?/What are areas of uncertainty? **(a: Risk Description)**
- How could this risk occur? **(b: Potential Causes)**
- What are the current measurable activities that mitigate this risk from occurring? **(c: Controls)**
- What are the potential outcomes of the risk occurring? **(d: Consequences)**

Risks could also be identified through brainstorming, procedure development, audits, customer complaints or incidents.

- a) Risk Description** – describes what the risk is and specifically where control may be lost (can also be described as an event). They are not to be confused with the outcomes or consequences of a risk event.
- b) Potential Causes** – are the conditions that may present or the failures that may give rise to a point in time when control is lost.
- c) Controls** – are measures that modify risk. At this process point, **controls (existing) must meet the following three tests to be considered Controls:**
 1. It is a physical object, technological system or human action.
 2. It arrests or mitigates an unwanted event sequence.
 3. It is specifiable, measurable and auditable.

See below:

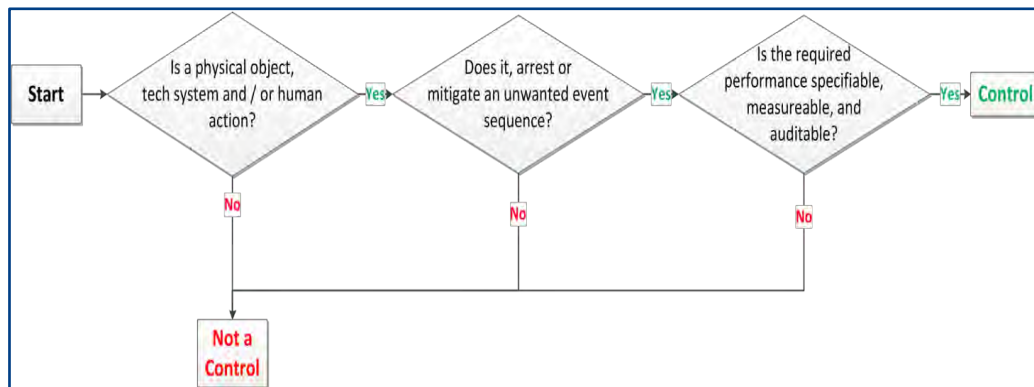


Figure 6: Test for Control Considerations

- d) **Consequences** – these need to be impacts to the Shire and could be health of/injury to staff, visitors, volunteers, consultants or contractors; financial consequences; interruption to services; non-compliance; or damage to reputation, assets or the environment. At this stage, there is no need to determine the level of impact.

C: Risk Analysis

There are two steps to a Risk Analysis: determine the effectiveness of key controls; and calculate the residual risk rating.

Risk analysis gives the ability to prioritise and compare risks and drive risk-based decision making.

The main outcome of a risk analysis is the ranking of risk from 'Low' to 'Extreme'.

This is determined by considering the **likelihood** that a risk event will occur and the **consequences** of it occurring, taking into account any Controls that are in place, and how effective these Controls are.

Controls fit into three distinct types:

- **Preventative Controls** - are aimed at preventing the risk occurring in the first place.
- **Detective Controls** - are used to identify failures in preventative controls. They include: audits, stocktakes, and reviews.
- **Corrective (or Reducing) Controls** - are aimed at minimising the consequences that arise from the risk event.

Step 1 - Consider the Effectiveness of Key Controls

Design Effectiveness

Controls that have inadequate designs will never be effective, even if performed perfectly by the operator every time. Consider:

- **Complete** – The Control is not forgotten or completed multiple times.
- **Accurate** – The Control has no errors or missing components.
- **Timely** – The Control allows the process to be completed within service delivery standards.



- **Theft or Fraud** – The Control does not expose the organisation to theft or other fraudulent activities.

It is difficult to have a single Control that meets all of these requirements. It is, therefore, important to consider multiple Controls to ensure all of these components can be met.

Operating Effectiveness

The best-designed Controls will have no impact if they are not applied correctly by the operator.

Confirm operating effectiveness by:

- **Re-perform** – re-perform the same task, to ensure that the same outcome is achieved.
- **Inspect** – review the outcome of the task to confirm that the desired outcome was achieved.
- **Observe** – physically watch the task or process being performed.
- **Inquire** – determine understanding of the tasks and how they mitigate risk.

Overall Effectiveness

This is the value of the combined controls in mitigating the risk.

The measure for applying a value to the overall control is the same as for individual controls and can be found in **Appendix B under 'Existing Control Ratings'**.

Step 2 – Calculate the Residual Risk Rating

The Shire's Risk Assessment and Acceptance Criteria (Appendix B) is now applied to complete the analysis of the identified risks.

There are three components to this step:

1. Make a qualitative judgement of the worst scenario that is foreseeable if the risk were to eventuate with existing Controls in place. **(Consequence)**
2. Determine how likely it is that the worst scenario that is foreseeable will eventuate with existing Controls in place. **(Likelihood)**
3. Using the Shire's Risk Matrixes, multiply the measures of consequence and likelihood to determine the risk rating **(Consequence X Likelihood = Risk Rating)**.

For operational requirements such as Projects, Events, Work Health and Safety, or in rare instances in which the Shire's Risk Assessment and Acceptance Criteria are unclear in determining a level of risk, alternative risk assessment criteria may be utilised; however, these cannot exceed the organisation's risk appetite, and approval for such use must first be obtained from the CEO or EMCS.

D: Risk Evaluation

Risk evaluation takes the Risk Rating and applies it to the Shire's Risk Acceptance Criteria (Appendix B) to determine whether the risk is within acceptable levels for the Shire.

This evaluation will determine whether the risk is Low, Moderate, High, or Extreme. It will also determine if any actions or treatments need to be implemented or the risk escalated due to urgency or level of risk.

End of Risk Assessment

See: Appendix A: Operational Risk Assessment Template.



E: Risk Treatment

Where Controls are inadequate or do not reduce a risk level sufficiently to fall within appetite, a treatment option must be implemented to further mitigate the risk.

- Regardless of the risk rating, **Controls rated 'Inadequate'** must have a Treatment Plan (action plan) to improve the Control effectiveness to at least 'Adequate'.
- If the residual **Risk Rating is High or Extreme**, a Treatment Plan must be implemented to either reduce the consequence of the risk materialising or reduce the likelihood of occurrence.

Where this is not possible, a Treatment Plan must be implemented to improve the control effectiveness to 'Effective' and approval to accept the risk obtained as per Risk Acceptance Criteria.

Once a treatment has been fully implemented, the CEO or EMCS is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

There are four broad Treatment options available:

1. **Avoid:** avoid the event that would lead to the risk.
2. **Mitigate:** implement new Controls or re-design existing Controls to reduce the likelihood or consequence of the risk.
3. **Share:** with another party, generally through contracting or insurance.
4. **Accept:** as per the Shire's Risk Acceptance Criteria (Note: **'risks that remain outside of appetite'** below).

Risk Acceptance

Risk Acceptance is a decision to accept (within authority levels) risks that fall within the Shire's risk appetite (Appendix A).

Day to day operational management decisions are generally managed under the delegated authority framework of the Shire.

For those risks that remain **outside of appetite**, the following process must be followed:

The 'Risk Acceptance' must be in writing, signed by the relevant Manager, copied to the CEO, and include:

- A description of the risk and the reasons for holding a risk outside of appetite.
- An assessment of the risk (consequence, materiality, likelihood, assumptions, etc).
- Details of any mitigating action plans or treatment options in place.
- An estimate of the expected remediation date.

A lack of budget or funding for a material risk outside of appetite is **not** sufficient justification in itself for acceptance of a risk.

Accepted risks must be continually reviewed through the standard operating reporting structure (i.e., Executive Management Team).



F: Communication & Consultation

Effective communication and consultation are essential to ensure that those responsible for managing accepted risk, and those with a vested interest, understand the basis on which decisions were made and why particular Treatment options were selected or the reasons to accept risks have changed.

Communicating and consulting with relevant stakeholders assists in the reduction of components of uncertainty and ensures decisions are based on the best available knowledge.

G: Monitoring & Review

It is essential to monitor and review the management of risks, as changing circumstances may result in some risks increasing or decreasing in significance.

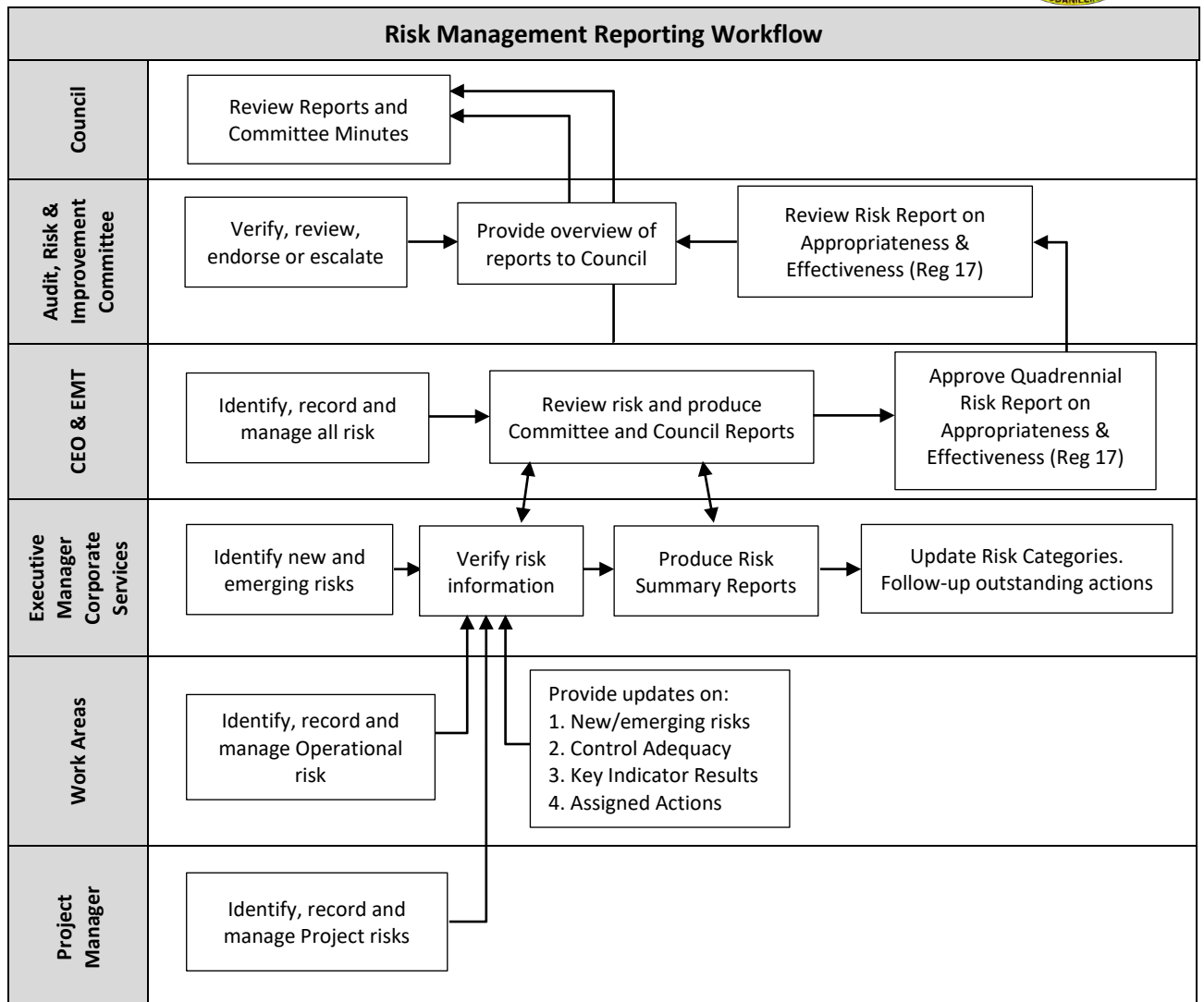
Regular review of the effectiveness and efficiency of Controls and the appropriateness of Treatment options will determine if the organisation's resources are being put to the best possible use.

During the reporting process, management are required to review any risks and Controls in their area and follow up on any outstanding treatments to mitigate those risks.

Monitoring and the reviewing of risks, controls and treatments also applies to any actions/treatments to originate from an internal audit. The audit report will provide recommendations that effectively are treatments for risks that have been tested during an internal review. See also Indicators in each Risk Profile within the Risk Registers.

H: Recording & Reporting

The following diagram provides a high-level view of the ongoing reporting process for Risk Management:



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new, emerging risks, control effectiveness and key indicator performance to the EMCS.
- Work through assigned actions and provide relevant updates to the EMCS.
- Risks/Issues reported to the CEO & EMT are reflective of the current risk and control environment.

The EMCS is responsible for:

- Ensuring Shire Risk Registers are formally reviewed and updated, at least on an 18 month rotation or earlier when there has been a material restructure, change in risk ownership or change in the external environment.
- Six Monthly Risk Reporting for the CEO & EMT – Contains an overview of the Risk Summary for the Shire.
- Annual Compliance Audit Return completion and lodgement.



Appendix A: Operational Risk Assessment Template

Name and title of person completing assessment:	Date:
Describe what is being assessed and the reason for this risk assessment:	
Are there any stakeholders or other areas of expertise that may need to be included in this risk assessment?	
<p>Following page, Column B: Describe the Objective/s of the item being assessed. <i>Risk is the effect of uncertainty on objectives</i>, so this is our starting point. Strategic = achieving the Shire's long-term objectives, Operational = achieving the Shire's day-to-day business objectives.</p>	
<p>Column C: Identify and describe potential risks that could stop the item being assessed from achieving its objectives. Describe - What can go wrong?/What are areas of uncertainty?</p>	
<p>Column F: Examples of Controls: Preventative Controls - aimed at preventing the risk occurring in the first place, such as compliance with WH&S, training, inductions, etc. Detective Controls - are used to identify failures, such as audits, stocktakes and reviews. Corrective (or Reducing) Controls - aimed at minimising the consequences/impact, such as bollards and insurance.</p>	
<p>Column G: Who is responsible for ensuring the Controls listed in Column F are operating as intended?</p>	
<p>Column H: What measurement could be used to rate whether each Control is operating as it should? Examples are Audits, % of budget spent, number of insurance claims, reduced number of complaints, etc.</p>	
<p>Columns I, J, K, L, M, N: Apply the Shire's Risk Assessment Criteria (Appendix B). Column J: Categories are Compliance, Environment, Financial, Health/People, Property, Reputational, Service Interruption and Projects. Note: Controls rated 'Inadequate' must have a Treatment Plan/New Controls to improve Control effectiveness. Note: If the Risk Rating is High or Extreme, a Treatment Plan/New Controls must be implemented to either reduce the consequence of the risk materialising or reduce the likelihood of occurrence. Column O: Treatments/Proposed New Controls (Are there any additional or better processes, procedures or systems available?)</p>	
Name and title of person approving assessment:	

For more information, please contact the Executive Manager Corporate Services.

Complete columns for all identified Risks



Reference	A: Risk Owner	B: Objective	C: Risk Description	D: Causes (What could cause this identified risk to occur?)	E: Resulting in (Consequences)	F: Controls (Measurable processes, procedures or systems that mitigate this risk from occurring)	G: Control Owner/s
1						1 2 3	1 2 3
2						1 2 3	1 2 3
3	Use an additional page if more space is required	Or use Excel spreadsheet (hyperlink) Risk Assessment Register Template				1 2 3	1 2 3

Reference	H: Measurements used to rate Control Effectiveness	I: Effectiveness of Controls Effective, Adequate or Inadequate	J: Consequence Category	K: Likelihood rating 1-5	L: Consequence rating 1-5	M: Risk Rating	N: Risk acceptable?	O: Treatments / Proposed New Controls (Are there any additional or better processes, procedures or systems available?)	P: Notes
1	1 2 3	1 2 3							
2	1 2 3	1 2 3							
3	1 2 3	1 2 3							

Please forward this completed assessment including the spreadsheet to your Line Manager for verification by the Executive Manager Corporate Services.



Appendix B: Risk Assessment and Acceptance Criteria

Shire of Woodanilling Measures of Consequence									
Rating (Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment	Project TIME	Project COST
Insignificant (1)	Near miss. Minor first aid injuries	\$ <2,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
Minor (2)	Medical type injuries	≥\$2,000 - \$10,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
Moderate (3)	Lost time injury <30 days	>\$10,000 - \$50,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
Major (4)	Lost time injury >30 days	>\$50,000 - \$100,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
Catastrophic (5)	Fatality, permanent disability	>\$100,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%



Shire of Woodanilling Measures of Likelihood				
Level	Rating	Description	In the past	Control Effectiveness
1	Rare	The event may only occur in exceptional circumstances (<5% chance)	Less than once in 10 years	Controls are very strong and operating as intended. There is no scope for improvement
2	Unlikely	The event could occur at some time (<10% chance)	Once in 10 years	Controls are strong and operating as intended
3	Possible	The event should occur at some time (20% chance)	Once in 3 years	Controls are operating as intended, but there is scope for improvement
4	Likely	The event will probably occur in most circumstances (>50% chance)	Once per year	Controls are operating; however, inadequacies exist
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year	Controls are weak, do not exist, or are not being complied with

Consequence X Likelihood = Risk Rating

Shire of Woodanilling Risk Rating						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)

Shire of Woodanilling Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
Low	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
Moderate	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
High	Urgent Attention Required	Risk acceptable with effective controls, managed by executive management/CEO and subject to monthly monitoring	Executive Manager/CEO
Extreme	Unacceptable in most circumstances	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous documented monitoring	CEO/Council

Shire of Woodanilling Existing Control Ratings		
Rating	Foreseeable	Description
Effective	There is no scope for improvement with all available resources.	Processes (Controls) operating as intended and aligned to Policies/Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is some scope for improvement.	Processes (Controls) generally operating as intended; however, inadequacies exist. Nil or limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a need for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist or are not being complied with. Have not been reviewed or tested for some time.

Shire of Woodanilling Risk Dashboard Report April 2026

To unprotect sheet: Review

<u>Inadequate Infrastructure</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Long Term Financial Plan	May-26	CEO	
Asset Management Plan/Strategy creation	Jun-26	CEO/EMI	
Asset Register review	Jun-26	CEO/EMI	

<u>Statutory & Regulatory Requirements</u>		Risk	Control
		Moderate	Adequate
Current Actions	Due Date	Responsibility	
Audit, Risk and Improvement Committee	Jun-26	CEO/EMCS	
Increase in budgetary funding - staff resources (EMCS)	Dec-25	CEO	
TPS review and preparation of land use strategies	Dec-26	CEO/EMCS	
Planning Delegation - review and update	Jun-26	EMCS	
Business Continuity Plan	Apr-26	EMCS	
Risk Management Policy	Apr-26	EMCS	
Strategic Risk Register	Apr-26	EMCS	

<u>Business Disruption Emergency Management</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Long Term Financial Plan	May-26	CEO	
Risk Management Policy	Apr-26	EMCS	
Strategic Risk Register	Apr-26	EMCS	
Business Continuity Plan/review	Apr-2026/Annual	EMCS/ARIC	
LEMA review	Jul-26	EA	

<u>Financial Sustainability/Economic Change Vulnerability</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
ARIC ToR, Appnt of Independent Chair & Deputy Chair	Jun-26	CEO/EMCS	
Monthly (or more frequently) budget scrutiny (estimate/actual)		CEO	
Risk Management Policy	Apr-26	EMCS	
Strategic Risk Register	Apr-26	EMCS	

<u>Community Engagement and Expectation</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Disability Access and Inclusion Plan review	Jun-26	EMCS/EA	
Public Health Plan formation	Jun-26	EMCS	
Website information updates/currency	Ongoing	EMCS/CSO	
New Councillor induction and training	Sep-26	CEO/EMCS	

<u>Workforce</u>		Risk	Control
		High	Moderate
Current Actions	Due Date	Responsibility	
Recruitment of Executive Manager Infrastructure	ASAP	CEO	

		Risk	Control
		#REF!	#REF!
Current Actions	Due Date	Responsibility	
#REF!	#REF!	#REF!	
#REF!	#REF!	#REF!	
#REF!	#REF!	#REF!	
#REF!	#REF!	#REF!	

To add additional Actions cells, insert a new line, click in the last of the existing cells above and drag down. This will bring the formulas into the new cells.

Inadequate Infrastructure

Apr-26

Risk Description:

Failure to provide infrastructure to support the delivery of priority projects within the Strategic Community Plan by failing to meet minimum requirements (safety/purpose) for current and future community infrastructure needs including parks and recreational spaces, buildings, telecommunications, roads etc.

Potential Impact/Outcomes:

Physical impact, Loss of Usage/Community Dissatisfaction, Community Safety and Wellbeing, Negative Budgetary Effect

Consequence Category:

Financial, Service interruption, Reputational, Property

Potential Causes

Financial incapacity/lack of asset replacement or maintenance funding

Undervaluation/insurance deficit

Lack of community support

Increased number & severity of natural disasters such as storm, fire, earthquake

Lack of park and recreational structure maintenance

Conflicting priorities across the organisation

Potential Outcomes

Aging, poorly maintained assets becoming not fit/safe for purpose

Inadequate insurance funding to replace/repair

Volunteer disengagement

Negative budgetary impact/inability to fund necessary repairs/replacement

Community dissatisfaction, infrastructure not fit/safe for purpose

Inability to undertake scheduled capital works or adhere to maintenance schedules

Inherent Risk

Consequence	Likelihood	Rating
Major	Possible	High

Key Controls

Long Term Financial Plan - creation/regular review

Asset Management Plan/Strategy - creation/review

Work/advocate with MRWA & Federal Govt for bridge upgrades

Asset Register creation/review

Shire has adequate insurance cover/annual renewal

Budget provision adequacy

Type	Date	Rating
Preventative	May/Annually	Adequate
Preventative	May/Biennially	Effective
Preventative	Ongoing	Adequate
Preventative	Jun/Annually	Adequate
Preventative	Mar	Effective
Preventative	May	Effective

Overall Control Ratings: Adequate

Residual Risk

Consequence	Likelihood	Rating
Moderate	Possible	Moderate

Risk Evaluation

Accept & Monitor

Actions

Due Date

Responsibility

Long Term Financial Plan

May-26

CEO

Asset Management Plan/Strategy creation

Jun-26

CEO/EMI

Asset Register review

Jun-26

CEO/EMI

CORPORATE BUSINESS PLAN ACTIONS

Pillar 1. Social

Goal 1: A safe and inclusive community for all ages (1.1, 1.2, 1.5)

Goal 3: Active and healthy community (3.1, 3.2, 3.3, 3.4,3.7)

Pillar 4. Economic

Goal 10: A transport network that responds to the accessibility and connectivity needs of industry and community (10.1, 10.2, 10.3, 10.4)

Goal 11: Local economic growth is supported by essential services and robust infrastructure (11.1, 11.2, 11.3, 11.6, 11.7, 11.8)

Goal 12: Grow the visitor and tourism industry (12.3)

Strategic Community Plan Pillars

1. Social
4. Economic

Has the Risk Rating changed since the last review? Yes No

Consequence	Likelihood	Rating	Consequence	Likelihood	Rating

Statutory & Regulatory Requirements **Apr-26**

Risk Description: Inability to meet statutory or regulatory compliance requirements and changes including the Local Government reform process.				CORPORATE BUSINESS PLAN ACTIONS Pillar 3. Civic Leadership Goal 7: Deliver a high standard of service for our community (7.1, 7.4) Goal 8: Accountable and compliant governance (8.1, 8.2, 8.3, 8.4, 8.5) Goal 9: Enhance Strong Civic Leadership (9.1, 9.2, 9.3) Pillar 4. Economic Goal 11. Local economic growth is supported by essential services and robust infrastructure (11.5)				
Potential Impact: Non-compliance, compromised regulatory standards, negative budgetary impact.								
Consequence Category: Financial, Reputational								
Potential Causes		Potential Outcomes						
Lack of legal expertise		Legal costs						
Ineffective policies & processes		Lack of direction/inconsistency in practices and process						
Impulsive decision making without due diligence		Budget impact/non-compliance risk/uninformed decisions leading to poorer standards						
Ineffective monitoring and response to changes in legislation		Non-compliance/incurring of penalties/poor audit findings/backlog of responsibilities						
High rate of elected member and staff turnover		Loss of knowledge and understanding/increased training costs						
Lack of training, awareness and knowledge		Ignorance of compliance requirements and deadlines, outdated practices undertaken						
Insufficient staff to undertake compliance requirements and meet deadlines		Non-compliance/incurring of fines/poor audit findings/backlog of responsibilities/higher staff turnover						
Inherent Risk	Consequence	Likelihood	Rating	Strategic Community Plan Pillars 3. Civic Leadership 4. Economic				
	Moderate	Possible	Moderate					
Key Controls		Type	Date			Rating	Control Owner	Comments
Audit, Risk and Improvement Committee		Preventative	Jun-26			Effective	CEO/EMCS	
Councillor induction process		Preventative	Sep-26			Effective	CEO	
Annual Delegations Register Review		Preventative	May-26			Adequate	EMCS	
Annual Policy Review including compliance with recent statutory/regulatory changes		Preventative	Jun-26			Adequate	CEO/EMCS/EMI	
Management training by WALGA/others on legislative reform		Preventative	Ongoing			Effective	CEO	
Adequate budgetary allowance for legal advice & consultancies		Preventative	Annually			Effective	CEO	
Compliance Audit Return		Detective	Sep-26			Adequate	CEO	Returning to March annually post 2026
Overall Control Ratings:				Adequate				
				Has the Risk Rating changed since the last review? Yes No				
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating		
	Moderate	Possible	Adequate					
Risk Evaluation			Accept & Monitor					
Actions		Due Date	Responsibility	Status of Actions				
ARIC ToR etc		Jun-26	CEO/EMCS	Pending				
Increase in budgetary funding - staff resources (EMCS)		Dec-25	CEO	Completed (Organisational Restructure August - 2025-26 Budget)				
TPS review and preparation of land use strategies		Dec-26	CEO/EMCS	Pending				
Planning Delegation - review and update		Jun-26	EMCS	Imminent				
Business Continuity Plan		Apr-26	EMCS	Apr-26 ARIC for receiving - contact details redacted				
Risk Management Policy		Apr-26	EMCS	Feb-26 Briefing Session/Apr-26 ARIC & OCM				

Business Disruption/Emergency Management **Apr-26**

Risk Description:
Failure to adequately prepare and respond to emergencies and events creating business disruption that impacts the ability to deliver operational and strategic outcomes.

Potential Impact:
Disruption to the local community and/or normal business activities and services, loss of IT and communication systems, detriment to staff and community's health and wellbeing, loss of infrastructure and access to utilities, adverse financial impact.

Consequences:
Health, Financial, Service Interruption, Compliance, Reputational, Environment

CORPORATE BUSINESS PLAN ACTIONS:

Pillar 1. Social
Goal 4: Mitigate the impact of natural events (4.1, 4.2, 4.3, 4.4)

Pillar 2. Environment
Goal 5: Care and protect our natural environment (5.1, 5.4, 5.5)
Goal 6: Sustainable and efficient use of natural resources (6.3)

Pillar 3. Civic Leadership
Goal 7: Deliver a high standard of service for our community (7.1, 7.2, 7.3, 7.4)
Goal 8: Accountable and compliant governance (8.1, 8.2, 8.3, 8.4, 8.5)
Goal 9: Enhance Strong Civic Leadership (9.2)

Pillar 4. Economic
Goal 11: Local economic growth is supported by essential services and robust infrastructure (11.5)

Strategic Community Plan Pillars

1. Social
2. Environment
3. Civic Leadership
4. Economic

Potential Causes	Potential Outcomes
Increased number & severity of natural disasters such as storm, fire, earthquake	Unbudgeted expenditure, pressure on emergency service personnel and volunteers, interruption to services and programmes, land degradation, utility outages, loss of IT & communications capability
Terrorism/sabotage/criminal behaviour	Trauma and detrimental effect on health and wellbeing, loss of or damage to property, increased recovery expenditure, pressure on emergency services personnel and volunteers, loss of IT and communications capability
Pandemic/Epidemic	Detrimental effect on health and wellbeing, lessening of service provision capability, compromised access to supplies, increased supply costs, negative budget impact
Loss of key infrastructure and employees able to work	Lifestyle impact, lessening of service provision capability, morale decline, negative budget impact, programme interruption
Climate Change	Warming climate, drier and less water, increased bushfire, drought and heatwave
Inadequacies in environmental awareness and monitoring	Land degradation
Outdated LEMA & Recovery Plans/poor LEMA LG partnerships	Delayed actions and impeded recovery
Insufficient number of volunteers to remain viable	Longer response times to emergencies, sense of community insecurity
Budgetary constraints (staff training and equipment)	Lessening service provision and standards, staff stress/resignations, poor performance

Inherent Risk	Consequence	Likelihood	Rating
	Major	Possible	High

Key Controls	Type	Date	Rating	Control Owner	Comments
Strategic Risk Register	Preventative	Apr-26	Adequate	EMCS	
Business Continuity Plan (inc IT)	Preventative	Apr-26	Effective	EMCS	
Long Term Financial Planning	Preventative	Apr-26	Adequate	CEO	
Budget capacity (volunteer & staff training/equipment/maintenance/insurance)	Preventative	May-26	Adequate	CEO	
Shire has adequate insurance cover (volunteers/equipment/plant/property etc.)	Preventative	Mar-26	Effective	CEO/EA	
Review of LEMA & LRP 5 yearly/after significant event	Detective	Jul-05	Effective	CEO	Due 2026
Regular LEMC meetings	Detective	Ongoing	Effective	CEO	Quarterly
Follow instructions issued by relevant authorities	Recovery	As required	Effective	CEO/EMCS/EMI	

Overall Control Ratings: Adequate

Has the Risk Rating changed since the last review? Yes No

Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating
	Moderate	Possible	Moderate			

Risk Evaluation **Accept & Monitor**

Actions	Due Date	Responsibility	Status of Actions
Long Term Financial Plan	May-26	CEO	In progress
Risk Management Policy	Apr-26	EMCS	Feb-26 Briefing Session/Apr-26 ARIC & OCM
Strategic Risk Register	Apr-26	EMCS	In progress - Mar-26 Briefing Session/Apr-26 ARIC & OCM
Business Continuity Plan/review	Apr-2026/Annually	EMCS/ARIC	Apr-26 ARIC for receiving - contact details redacted
LEMA review	Jul-26	EA	Current - due for review 2026 - for LEMC/Council/DEMCS/SEMC endorsement

Financial Sustainability/Economic Change Vulnerability

Apr-26

Risk Description:

Failure to respond to changes to external government funding model/s for Local Government and grant funding body focus areas causing reduction in financial capacity.

Potential Impact:

Insufficient finances to meet legislative requirements and provide core and other services, failure to meet community expectations and retain employees.

Consequences:

Financial, Service Interruption, Compliance, Reputational, Property, Environment

Potential Causes	Potential Outcomes						
Change of State/Federal government	Significant change in government funding priorities/amounts						
Change in global circumstances (war/pandemic)	Downturn in economy/recession/reduced access to supplies						
Change in grant funding body priorities	Loss of access to funding for specific projects						
Rating practices	Insufficient rates revenue						
Financial mismanagement - failure to prioritise/estimate/allocate correctly	Overspends/sacrificed projects						
Changing compliance requirements	Failure to meet standards/incurred of fines						
Significant increase in commodity prices (e.g., fuel)	Negative budgetary impact						
Inherent Risk	<table border="1"> <thead> <tr> <th>Consequence</th> <th>Likelihood</th> <th>Rating</th> </tr> </thead> <tbody> <tr> <td>Major</td> <td>Possible</td> <td>High</td> </tr> </tbody> </table>	Consequence	Likelihood	Rating	Major	Possible	High
	Consequence	Likelihood	Rating				
Major	Possible	High					

Strategic
Community Plan
Pillars

1. Social
2. Environment
3. Civic Leadership
4. Economic

CORPORATE BUSINESS PLAN ACTIONS:

All strategic goals are affected by level of financial capacity from undertaking of advocacy tasks through to delivery of capital cost projects associated with asset management programmes (e.g., roadworks, buildings etc.).

Key Controls	Type	Date	Rating	Control Owner	Comments	
Audit, Risk and Improvement Committee meetings	Preventative	Quarterly	Effective	CEO/EMCS		
Statutory Budget - Annual	Preventative	July/August	Effective	CEO/ACCNT		
Statutory Budget - Half Yearly Review	Preventative	February	Effective	CEO/ACCNT		
Rating practices	Preventative	July/August	Effective	CEO/ACCNT		
Maintain zero debt/borrowing level where possible	Preventative	Ongoing	Effective	CEO		
Delegation Register review	Preventative	Annually	Adequate	CEO/EMCS		
Policy Manual review - governance/finance policies	Preventative	Annually	Adequate	CEO/EMCS		
Adequate budgetary allowance for legal advice	Preventative	May-26	Adequate	CEO		
Quadrennial legislative review of compliance (Reg 5 & 17)	Detective	Mar-29	Adequate	CEO/EMCS		
Monthly Financial Statements - Estimate vs Actual	Detective	Monthly	Effective	CEO/EMI		
Compliance Audit Return - annual	Detective	Sep-26	Adequate	CEO	Returning to March annually post 2026	
Overall Control Ratings:			Adequate			
				Has the Risk Rating changed since the last review? Yes No		
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating
	Moderate	Possible	Moderate			
Risk Evaluation			Accept & Monitor			
Actions	Due Date	Responsibility	Status of Actions			
ARIC ToR, Appnt of Independent Chair & Deputy Chair	Jun-26	CEO/EMCS	Pending			

Community Engagement and Expectation

Apr-26

Risk Description:

Organisational practices, policies, priorities and outcomes not aligned with achieving the community's strategic goals, inadequate advocacy and optimising of partnerships and alliance opportunities, failure to balance compliance requirements while addressing community priorities.

Potential Impact:

Widespread community dissatisfaction, unrealistic expectations.

Consequences:

Reputational

Potential Causes		Potential Outcomes				
Inadequate distribution of information/failure to monitor social media/miscommunication	Sections of community misinformed/not informed at all					
Lack of understanding of local government role/capability	Misguided outgoing advice & information/misinformed expectations					
Leadership inattention to current issues/failure to listen	Misinformed decision making, loss of volunteer base					
Inadequate policies	Less than optimal outcomes, inconsistency between LGs leading to local discontent					
Budget/funding issues	Unable to fulfil strategic goals					
Competing/conflicting expectations	Discord between Council and Community					
Inadequate advocacy or liaison with government and other service providers	Lost opportunities for externally provided services					
Inadequate involvement with, or support of, community groups	Misinformed decision making, loss of volunteer base					
Inadequate Regional or District Committee attendance	Lost opportunities for collaboration, information and resource sharing					
Short lead times/poor engagement re community concerns	Less feedback/less informed decision making					
Inherent Risk	Consequence	Likelihood	Rating			
	Moderate	Likely	High			
Key Controls	Type	Date	Rating	Control Owner	Comments	
Establish process for website review and update	Preventative	Ongoing	Effective	CEO/EMCS		
Wongi newsletter	Preventative	Ongoing	Effective	CEO		
Community Engagement Policy	Preventative	Ongoing	Adequate	CEO/EMCS		
Overall Control Ratings:			Effective			
Has the Risk Rating changed since the last review? Yes No						
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating
	Moderate	Possible	Moderate			
Risk Evaluation			Accept & Monitor			
Actions	Due Date	Responsibility	Status of Actions			
Disability Access and Inclusion Plan review	Jun-26	EMCS/EA	Review survey undertaken Mar-26			
Public Health Plan formation	Jun-26	EMCS	Community consultation undertaken, draft Plan progressing			

CORPORATE BUSINESS PLAN ACTIONS:**Pillar 1. Social**

- Goal 1. A safe and inclusive community for all ages (1.1, 1.3, 1.4, 1.5)
 Goal 2. Local access to health and education services (2.1, 2.2, 2.3)
 Goal 3. Active and healthy community (3.1, 3.2, 3.5, 3.6)
 Goal 4. Mitigate the impact of natural events (4.1, 4.2)

Pillar 2. Environment

- Goal 5. Care and protect our environment (5.3, 5.4, 5.5)
 Goal 6. Sustainable and efficient use of natural resources (6.3)

Pillar 3. Civic Leadership

- Goal 7. Deliver a high standard of service for our community (7.4)
 Goal 8. Accountable and compliant governance (8.3)
 Goal 9. Enhance Strong Civic Leadership (9.1, 9.3)

Pillar 4. Economic

- Goal 10. A transport network that responds to the accessibility and connectivity needs of industry and community (10.2, 10.3)
 Goal 11. Local economic growth is supported by essential services and robust infrastructure (11.2, 11.6, 11.7)
 Goal 12. Grow the visitor and tourism industry (12.2)

**Strategic
Community Plan
Pillars**

- Social
- Environment
- Civic Leadership
- Economic

Workforce			Apr-26						
Risk Description: Failure to attract and retain suitably skilled and qualified staff or volunteers, inability to engage contractors (due to increasing costs and reduced availability), ineffective leadership and management.			CORPORATE BUSINESS PLAN ACTIONS: The achieving of all of the Community's strategic goals is dependent on the capability, competency and efficiency of Council's workforce in addition to sufficient funding and resources to enable all aspects of work to be undertaken. All strategic goals are, therefore, reliant on mitigating risk to Council's workforce.						
Potential Impact: Increased non-compliance and lack of capacity to deliver services.									
Consequences: Financial, Service Interruption, Compliance, Reputational									
Potential Causes		Potential Outcomes				Strategic Community Plan Pillars 1. Social 2. Environment 3. Civic Leadership 4. Economic			
Leadership failures	Inability to attract and retain staff to deliver strategic goals								
Single-person dependencies	Vulnerability in the event of loss of skillset/knowledge								
Lack of focus on staff and volunteer wellbeing	Work health and safety risks, inability to retain staff & volunteers								
Limited staff availability	Inability to achieve workload, increased pressure on remaining staff								
Competitive labour market/lack of funds to offer attractive remuneration packages	Delays in recruitment (impacting completion of goals), increased employment expenses, increased pressure on existing staff								
Lack of budgetary capacity for training	Lack of opportunity for staff development & increased capability								
Limited contractor availability	Delays to completion of goals and pressure meeting programme timeframes, increased cost of services provided								
Inherent Risk	Consequence	Likelihood	Rating						
	Moderate	Likely	High						
Key Controls		Type	Date	Rating	Control Owner	Comments			
Workforce Plan		Preventative	Aug-26	Effective	CEO				
Adequate workforce budget/attractive remuneration packages to attract and retain		Preventative	As required	Adequate	CEO				
Adequate budgeting for mandatory licencing, tickets, training etc. to increase capability and lessen reliance on contractors/consultants		Preventative	As required	Adequate	CEO/EMCS/EMI				
Employee Assistance Program		Recovery	Ongoing	Effective	CEO				
Overall Control Ratings:				Adequate					
				Has the Risk Rating changed since the last review? Yes No					
Residual Risk	Consequence	Likelihood	Rating	Consequence	Likelihood	Rating			
	Moderate	Possible	Moderate						
Risk Evaluation			Accept & Monitor						
Actions	Due Date	Responsibility	Status of Actions						
Recruitment of Executive Manager Infrastructure	ASAP	CEO	Shortlisting						



Shire of Woodanilling

Business Continuity Plan

Version 2.1 April 2026

Review date (annually) - April 2027 (or sooner, if managing a disruption)

Please read this page first: Important information for the user

This Plan is a series of checklists developed and maintained in readiness for use during and after an incident **resulting, or anticipated to result in, a disruption to business-as-usual activities.**

The term 'Incident' can be used to indicate a 'Crisis', 'Disaster', 'Emergency', 'Accident' or any other event **resulting, or anticipated to result in, a disruption.**

This Plan's main purpose is to offer guidance in restoring the Shire to an acceptable level of operation by focusing on staff welfare, communications, time-critical business activities and those staff who will need to be contacted or mobilised due to the circumstances of the incident.

Every incident is unique. Therefore, the gap between disruption planning and the real disruptive incident now being faced, needs to be filled with new information gathered after an assessment of the circumstances of the incident, and the Plan and response options updated accordingly. See diagram on following page.

An Organisation's behaviours during an incident can significantly damage the trust of staff, the community and other stakeholders. Therefore, during a disruptive incident, the Shire will seek to:

- 1. Before all else, establish the safety and wellbeing of staff, visitors and the community.**
- 2. Provide regular, concise and meaningful communications internally and externally.**
- 3. Strategically manage the incident through strong leadership and clear decision-making to return operations to normality.**
- 4. Work together as a team demonstrating the Shire's principles and values.**
- 5. Provide the Shire's community, customers and stakeholders with essential services.**
- 6. Provide staff with a safe working environment to support service delivery.**
- 7. Ensure that the recovery efforts have the necessary resources and support.**
- 8. Plan into the future. Set critical milestones and timeframes for recovery.**
- 9. Ensure all actions are documented for investigators, debriefs and reviews.**

*** Team checklists begin after the Table of Contents**

*** Pandemic Checklist (Appendix B)**

*** Incident Leader Checklist (Appendix C)**

Please note:

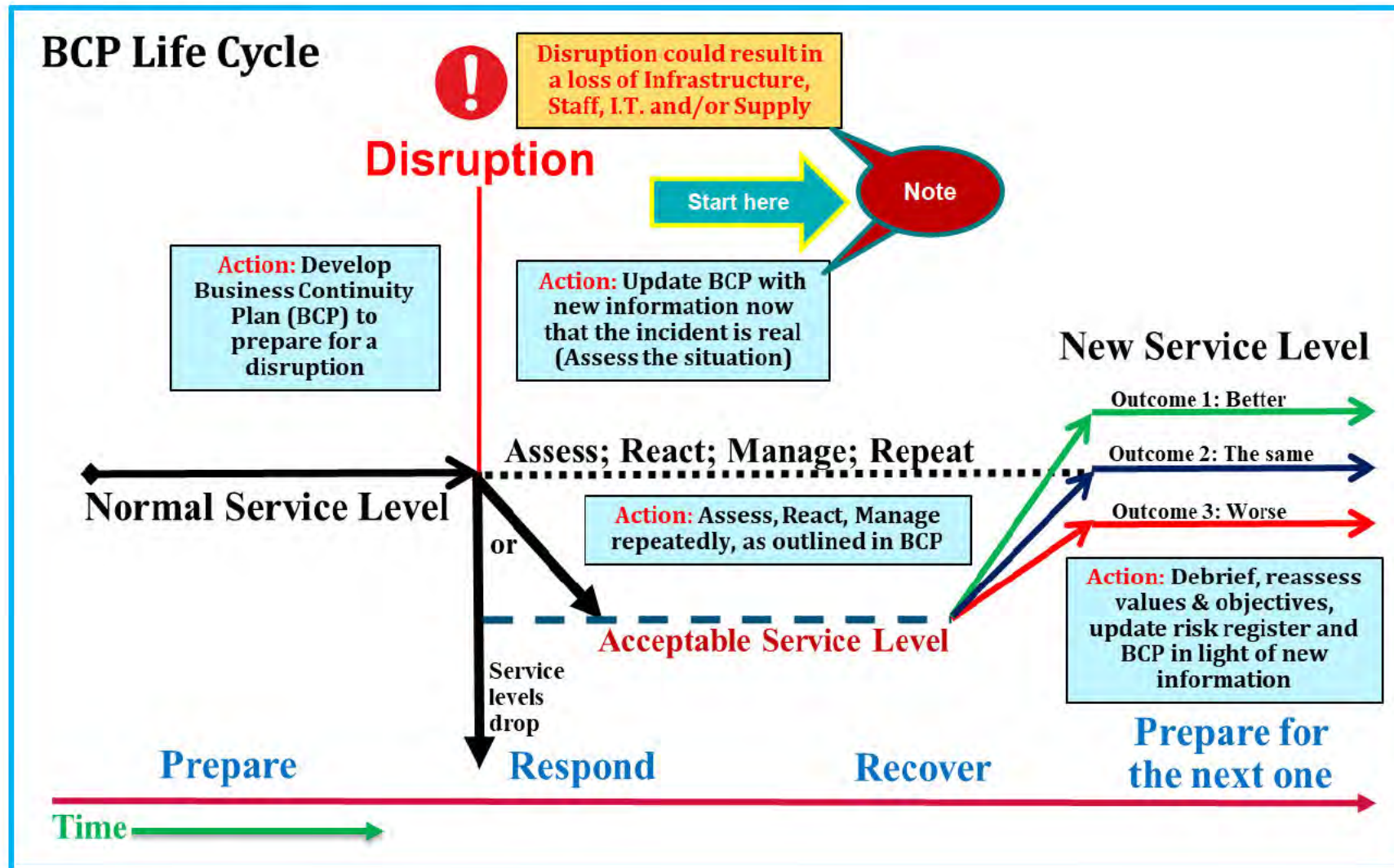


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Distribution List Copies of this plan are located in CEO/Administration/Depot offices and in CEO, Management and CESM vehicles.

Person/Organisation	No. Hard copies	Electronic copy
Elected Members (6)	0	Yes
Staff – CEO, EMCS, EMI, CESM	4	Yes
LEMC members and deputies	18	Yes
Katanning Police	1	Yes
Local Government Insurance Services	0	Yes

Checklists:

1. Emergency Response

Before all else, establish the safety and wellbeing of staff, visitors, and the community. This includes neighbours and any bystanders.

2. Immediately After Emergency:

***It is essential that the Leadership Team be informed of the incident as soon as possible.**

Leadership Team	Contact Details	Date & Time contacted	Deputy
CEO – Anika Serer The CEO is to advise the:	0428 032 089	Date & Time	A Deputy will be appointed in the absence of a Leadership Team Member See also Appendix 7.1 of the LEMA (Local Emergency Management Arrangements) - Critical Contacts list for emergency contact details Main Administration Telephone # - (08) 9823 1506
President (Russel Thomson); and Deputy President (Sally Vermeulen)	0419 950 217		
	0417 096 389		
Executive Manager Corporate Services – Judy Stewart	0437 245 035	Date & Time	
Executive Manager Infrastructure – Vacant	0427 611 837	Date & Time	
████████████████████	██████████	Date & Time	
CESM – Vacant	██████████	Date & Time	
ICT Provider (PCS) ██████████	██████████ ██████████	Date & Time	

***If a Team Member cannot be reached, consider calling their home number or sending someone to notify them if safe to do so and where feasible.**

Evidence

Log details of all Witnesses, Photographic and CCTV evidence
Include time, witness name, contact details and a summary of what was witnessed:

3. Assess

Leadership Team - Assess the Situation
Describe what has happened: *Determine whether the incident has resulted in a loss of (or access to) infrastructure, people, IT and/or supply. See 'Scenario-Specific' Checklists for more specific information.
What action has been taken so far?
What has changed/is changing? Will work hours be affected?
Who is impacted? Which areas are impacted, or may still become impacted?
What might happen next?
How long is this Incident likely to continue?
What actions should be taken immediately? Should we seek assistance from outside the organisation?
What's the desired realistic outcome/s (in 1 hour, 3 hours, 1 day, etc)?
Can we put plans in place now to deal with any future backlogs?
How often should the team meet?
<p>On the following pages: Assess and Prioritise:</p> <p>A. Employee's support & wellbeing requirements</p> <p>B. Time-Critical business functions</p> <p>C. Other Considerations</p> <p>D. All upcoming activities or events</p> <p>E. Key contacts/Organisations/Contractors to be contacted</p> <p>*After assessing and prioritising, focus your resources where they're needed most</p>
<p>See 'Scenario-Specific' Checklists for more specific information relating to:</p> <ul style="list-style-type: none"> • Loss of Staff • Loss of (or access to) buildings/infrastructure/equipment • Loss of IT, Data or Communications • Loss of key Suppliers

3A. Employees' support & wellbeing requirements

Determine employees' support & wellbeing requirements:	Delegated to:	Complete
<p>Set up incoming and outgoing contact arrangements for staff.</p> <p>A main internal point of contact should be nominated and provided to all staff should they need to communicate. This should be a different person to that making the staff contacts.</p>	Delegated to:	Time
<p>Monitor employees' medical & stress factors. Consider additional support options for impacted individuals who:</p> <p>Are ill, are at risk, are fearful or anxious about the risks, or fail to show up to work due to safety concerns, caring for sick family members or due to travel restrictions.</p> <p>Identify space to segregate/isolate teams or individuals if necessary.</p> <p>Be mindful of any potential bullying or harassment of any particular demographic.</p> <p>See checklist: 'Loss of Staff' for additional information.</p> <p>Liaise with relevant Line Managers.</p>	Delegated to:	Time
<p>Determine Management and Staff roles and responsibilities before sending anyone home (if applicable):</p> <p>Make sure:</p> <ul style="list-style-type: none"> • If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Staff may have left keys, bags and mobiles in the office during evacuation. • They have a family member or friend who can fetch them or arrange an ambulance or taxi. Do not call a taxi if they are infectious. • That they are able to contact their families if they need or want to. <p>Make sure they understand:</p> <ul style="list-style-type: none"> • Where they should go. • What they should do and how they should do it. • The options available to them. • Reporting arrangements. • That their jobs are safe, if applicable, or the options available to them. • When they should come back to work. • When the next communication can be expected and how it will be communicated. <p>Remind them about the Shire's Social Media policy (not to talk to the Press, or post anything on social media, or alert friends). If an employee is approached for a comment, they should refer the media body to the Incident Leader.</p> <p>Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere.</p> <p>Consider Union involvement.</p> <p>Update staff contact list and send to the relevant authorised person.</p>	Delegated to:	Time
Engage external employee assistance program (EAP) Refer Key Contacts	Delegated to:	Time
Continued on the following page...		

Determine employees' support & wellbeing requirements:	Delegated to:	Complete
Consider employees' family responsibilities (e.g., children). Allow them to contact their family if they want to or need to.	Delegated to:	Time
If required, assist employees who may have increased medical requirements such as those persons who may be pregnant, recently undergone an operation, disabled or frail.	Delegated to:	Time
Consider flexible working arrangements such as shifts, additional breaks or fewer hours per day or week.	Delegated to:	Time
Arrange WH&S assessments for any changes in working arrangements or redeployment.	Delegated to:	Time
Ensure Line Managers regularly touch base with staff working from home or remotely.	Delegated to:	Time
Set up a roster system and/or additional resources to manage workload & fatigue. Staff flexible working arrangements, including rostered days off, should be taken into consideration.	Delegated to:	Time
*Contact family or next of kin only with assistance from Employee Assistance Program or Police.	Delegated to:	Time
Ensure staff have refreshments, food and toilet facilities if required.	Delegated to:	Time
Organise suitable transport arrangements for employees if required.	Delegated to:	Time
Organise temporary accommodation if required.	Delegated to:	Time
Ensure regular updates to staff and allocate responsibilities for updates (Email, Text messaging, Teams, Internet, Intranet, social media, White Boards, Bulletin boards, Other).	Delegated to:	Time
During recovery and returning to work, consider that staff may need time to heal or adjust to any changes.	Delegated to:	Time
Consider return-to-work guidance for staff.	Delegated to:	Time
Consider providing financial advice to staff who have been financially impacted.	Delegated to:	Time
Refer to the Shire Intranet site under Corporate Documents for further information regarding Employee Wellbeing, Employee Leave Entitlements, Working from Home and Managing Employees.	Delegated to:	Time
Consider appropriate work arrangements for casual staff, volunteers and staff redeployed from other areas. Manage any potential stressors of a changed working environment.	Delegated to:	Time
Other:	Delegated to:	Time
	Delegated to:	Time
	Delegated to:	Time

3B. Time-Critical business activities according to priority

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
1 < 4 hours	Communications (List Stakeholders immediately to ensure no-one is missed. Remember to include a standardised message for people phoning in or visiting.)	CEO + 1	2	Yes	<p>Internal and external communication & updates to staff, elected members, stakeholders and community, media liaison & official media releases.</p> <p>External communication platforms used include the website, social media, e-News, electric mobile sign, media releases, videos, SMS, voicemail service, radio, zoom, signage, billboards, newsletters, footpath stickers.</p> <p>Internal communications platforms used include email, intranet, SMS, and mail.</p> <p>See also table 3E below: ‘Key Contact Lists’.</p> <p>*Ensure approvals are obtained for all communications.</p> <p>If required, outsource updating the website and producing an e-news as priorities.</p>
1	Customer Service			Yes	<p>Work landlines could be diverted to mobile phones, with staff being clearly advised about contact hours and contact protocols.</p> <p>Landline #s: (08) 9822 2826, (08) 9800 9014, (08) 9822 2812, (08) 6801 7380, (08) 6801 7393</p> <p>Consider reducing internal and external customer service front desk and telephone hours of operation and/or outsourcing to external supplier.</p> <p>Provide staff with standardised response statements regarding the incident.</p> <p>All servicing responded to remotely must ensure that responses meet the internal customer service charter.</p>
1	Employee advice, welfare, and support			Yes	See 4A. Employee’s support & wellbeing requirements.
1	Appropriate signage in place and area cordoned off or closed if necessary			Yes	

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
1	Traffic Management			No	Assist Emergency Responders, facilitate road closures and ensure site safety.
1	Information technology and communications functionality (To support office and work-from-home capability)			Yes	<p>Cloud services, operating systems, core business applications, security, desktop, and mobile device services, hardware, and software, etc.</p> <p>IT Support (Helpdesk), ICT, Business Systems, GIS, Information Management.</p> <p>Engage Perfect Computer Systems/ReadyTech for backfill of service as required.</p> <p>See also Table: Loss of IT or Communications</p> <p>Systems – ensure the Shire’s core ERP and Microsoft systems (including internet) are available for transactions. Help Desk systems required to accurately track and respond to requests.</p>
1	Rangers – responses to be prioritised			No	Urgent Ranger related requests such as Local Law enforcement, animal control, Emergency Management Support (Central Local Emergency Management Arrangements and Partnering Agreement for the Provision of Mutual Aid during an Emergency Event), Hazard Management Agency Support (Police, DFES etc), bushfire control. 2 staff AM, 2 PM. Parking staff can be re-deployed to complement staff numbers.
1	Environmental Health – responses to be prioritised			No	Urgent EHO-related requests such as asbestos, contamination, food poisoning, pests, diseases, applications, etc.
1	Payroll			Yes	1 payroll & Accounts Payable officer for Super, PAYG and payroll deductions. (1 Depot Administrator for manual paper timesheets input). (Finance approval for release of payment – CEO/EMCS)
1	Procurement			Yes	Purchase orders for external contractors/suppliers. Variation, renewal or creation of contracts where appropriate. Assistance available from WALGA if required
1	Notify Insurers of incident and insurance claims processing requirements			Yes	Insurers will provide guidance on incident claims processing and any available incident assistance and investigation protocols.
1	WHS accident investigation and incident reporting			Yes	Advice and assistance

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
1	Contact all contractors to confirm if they have been affected by the incident.			Yes	Contractors include waste, projects, & civil works. See 'Key Contact List'.
1	Road reserve maintenance – responses to be prioritised		2	No	Footpaths, drainage, river walls, bridges, roads, etc. Prioritise for urgent situations and to make safe.
1	Facilities maintenance & cleaning services	Property Management and Maintenance	2	No	Contracted services to be deferred where appropriate. Urgent reactive maintenance to be prioritised. Safety of Shire-owned community and Shire-operated buildings: plumbing, electrical, damages, etc. Public cleaning & sanitation – cleaning, maintaining toilets, etc. Consider closing and locking facilities, prioritising service reductions or engaging contractors if required.
1	CCTV and Electrical Infrastructure Maintenance	Property Maintenance		No	Essential reactive maintenance to be prioritised.
1	Parks and Reserves - responses to be prioritised		2/3	No	Hazard reduction and cleaning - reactive clearing of trees over roads, broken infrastructure, or assets, etc Public Open Spaces safe and usable for public
2	Accounts Payable, Accounts Receivable, Insurance, Investments, Rates	Finance	1	Yes	Accounts Payable required as part of Payroll process.
2	Banking/receipting		1	Yes	
2	Library		1	No	Digital services, Community hub, resources for people to remain occupied, home delivery book services, etc.
2	Transportation of seniors		1	No	Shopping bus, social support outings, volunteer transport
2	Record keeping, processing of mail, Information management, FOI & retrieval, and distribution of archives	Records Management	1	No	1 person in office to process mail. If these facilities are unavailable, outsource to Australia Post. The others are able to work remotely.
2	Special Council meetings	Governance	1	Yes	Governance & Council – Council meeting process can be moved to remote working
2	HR Advice - Employee and Industrial Relations - WALGA	People and Culture	1	Yes	Advice provided on request

Priority	Critical Activity	Business area	Staff	Work remotely	Guidelines
3	Building approvals (including archive plan searches, customer service & lodging of applications)		1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Development Approvals (Planning - including building, demolition & occupancy permits)		1	Yes	Work requiring site inspections. Monitor legislative requirements.
3	Commercial property portfolio management	Property Management	1	Yes	Commercial and retail leasing. Land transactions. Tenant liaison, finance and billing enquires and Tenant maintenance. Legal assistance may be required.

3C. Other Considerations

Other considerations	Priority	Delegated to:
Additional internal or external security		
Animal poles for Rangers		
Bulletin board		
Car Mobile Chargers		
Coffee & tea		
Dog/Cat cages		
Eftpos/Cash		
Emergency Management Arrangements (local) - available from other shires (and SharePoint when ERP is updated) Exec Officer LEMAC: CESM		Vacant
Environmental Health sample equipment		
Fuel		
Generator		
Manual Timesheets and Purchase Orders		
Mobile phone and computer chargers and cables		
Office safe		
Pens, paper & stationery		
Signage (roads, etc if required for safety)		
Signage (roads, etc)		
Truck and vehicle keys		
White board & markers		

3D. Upcoming Activities and Events

Month	Recurring Activity
ALL	Check Compliance Calendar (Compliance Audit Return, Annual Report, etc).
ALL	Check all upcoming Shire and Community public events. Amend events to be virtual where possible, postpone or cancel events.
January	New Year's Day and Australia Day public holidays.
March	Labour Day Public Holiday (WA: first Monday in March).
March/April	Good Friday and Easter Monday Public Holidays.
April	ANZAC Day Public Holiday
June	Western Australia Day (formerly Foundation Day) – typically the first Monday in June.
September	King's Birthday Public Holiday (typically the last Monday of September)
November	Melbourne Cup Day (held on the first Tuesday of November).
December	Christmas Day and Boxing Day Public Holidays.

3E. Key Contacts

Organisation	Contact
Alcohol & Drug Information Support Line	██████████
Ambulance	000
Banking – NAB Katanning	13 22 65
Building Commission (Dep. Of Mines, Industry Regulation & Safety)	1300 489 099
Caravan Park	██████████
Crisis Care (after hours)	1800 199 008
Department of Indigenous Affairs	9424 3700
Department of Primary Industries and Regional Development	9881 0222
Department of Biodiversity, Conservation & Attractions	9219 9000
Department of Communities (Child Protection & Family Support)	9881 0123
Department of Disability Services Collie/Narrogin	6167 7960/6277 3838/1800 176 888
Department of Justice	13 67 57/9264 1600
Department of Defence	1300 333 362/9529 8842
Department of Education	9264 4111
Department of Finance	6551 1000
Department of Fire & Emergency Services – Upper GS Regional Office, Narrogin	6832 3110
Department of Health	1800 020 103/9222 4222
Department of Communities – Housing Authority/Narrogin	9792 2111/6414 2979
Department of Human Services – Child Support Line	13 12 72
Department of Creative Industries, Tourism and Sport	
Local Government/LG Hotline	6551 8700/1300 762 511
Sport & Recreation	9492 9700
Creative Industries	6552 7300
Department of Biodiversity, Conservation and Attractions – Parks & Wildlife, Narrogin	9881 9200
Department of Planning, Lands & Heritage	6551 8002
Department of Primary Industries & Regional Development/Narrogin	1300 374 731/9881 0222
Department of Transport	13 11 56
Department of Treasury	1800 020 008/6551 2777
Department of Water & Environmental Regulation	6364 7000
Dial Before You Dig	1100
Environmental Protection Agency (EPA)	6364 7000
Harvest Ban Hotline	9823 1056
Heritage Council of WA	6552 4000
Landgate	9273 7373
LGIS – Insurance	9483 8888

Organisation	Contact
Main Roads Western Australia	13 81 38
Main Roads (Narrogin)	9881 0566
Market Creations	6168 1000
Primary School - Woodanilling	9823 1528
PCS (IT Support)/urgent & after hours)	██████████
Poisons Hotline	13 11 26
Police, Fire, Ambulance	000
Police Assistance Centre – Non Emergency	9885 1100/131 444
Public Transport Authority	9326 2000
ReadyTech	9315 7000
Roads (Main) – Fulton Hogan	██████████
Security/Emergencies (ABA Security)	██████████
Shire of Cuballing	9883 6031
Shire of Dumbleyung	9863 4012
Shire of Katanning	98219 999
Shire of Kojonup	9831 2400
Shire of Wagin	9861 1177
Shire of Wandering	9884 1056
Shire of West Arthur	9736 2222
Shire of Wickepin	9888 1005
Shire of Williams	9885 1005
St John Ambulance (Kellerberrin) – Wheatbelt Regional Office	9621 1613
State Administrative Tribunal (SAT)	9219 3111/1300 306 017
State Emergency Service Narrogin - Duty Officer	██████████
State Emergency Service (Activation)	132 500
State Library of WA	9427 3111
State Records Office	9427 3600
Synergy (Electricity Supply Faults/Gas Supply Faults)	13 13 51/13 13 52
Telstra (██████████ – WA Regional)	██████████
Translating and Interpreting Service (TIS National)	13 14 50
Transport ██████████	██████████
WALGA	9213 2000
Waste Authority WA	6364 6965
Water Corporation – Fault/Water Outage	13 13 75
Narrogin Office	9881 0600
Western Power	13 10 87
Emergency	13 13 51
Streetlight Faults	1800 622 008
WorkSafe (Department of Mines, Industry & Safety) General/Serious Incidents	1300 307 877/1800 678 198

Outsourced Partners/Key Suppliers/Contractors

Service	Contractor	Contact	Number	2 nd contact
Advertising	[REDACTED]		[REDACTED]	
Animal Re-homing	[REDACTED]	[REDACTED]	[REDACTED]	
	[REDACTED]	[REDACTED]	[REDACTED]	
	[REDACTED]	[REDACTED]	[REDACTED]	
Animal Supplies	[REDACTED]		[REDACTED]	
Arboriculture/Tree Pruning	[REDACTED]		[REDACTED]	
Asbestos removal	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
Asphalt Large	[REDACTED]		[REDACTED]	
Asphalt Small/Supplies	[REDACTED]		[REDACTED]	
Banking	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
[REDACTED]		[REDACTED]	[REDACTED]	
[REDACTED]	[REDACTED]		[REDACTED]	
[REDACTED]	[REDACTED]		[REDACTED]	
CWA		[REDACTED]	[REDACTED]	
Courier	[REDACTED]		[REDACTED]	
DFES (Comcen)			[REDACTED]	[REDACTED]
DFES (Narrogen)			[REDACTED]	
Dog Pound	Surrounding shires		See 3E. External Contacts	
Drain Cleaning	Surrounding shires		See 3E. External Contacts	
Electrician – Air Conditioning/Building	[REDACTED]	[REDACTED]	[REDACTED]	
	[REDACTED]	[REDACTED]	[REDACTED]	
Electrician – Automotive	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
Employee Assistance Program	[REDACTED]		[REDACTED]	
Fuel Supply	[REDACTED]		[REDACTED]	
Funeral Services	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
Garden Supplies	[REDACTED]		[REDACTED]	
Gas supplies	[REDACTED]		[REDACTED]	
General Store	[REDACTED]		[REDACTED]	
Glass Repairs	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
Internet	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	
	[REDACTED]		[REDACTED]	

Service	Contractor	Contact	Number	2 nd contact
IT (Data backups)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IT (computers)	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
IT – Synergy	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Landfill Contractors	[REDACTED]		[REDACTED]	
Lawyers	[REDACTED]		[REDACTED]	
Locksmiths	[REDACTED]		[REDACTED]	
Mail	[REDACTED]		[REDACTED]	
Mechanical Services	[REDACTED]		[REDACTED]	
Media Outlets – Newspaper	[REDACTED]		[REDACTED]	
Media Outlets - Radio	[REDACTED]		[REDACTED]	
PPE Supplies	[REDACTED]		[REDACTED]	
Pest Control	[REDACTED]		[REDACTED]	
Plumbing	[REDACTED]	[REDACTED]	[REDACTED]	
Powerlines & Underground Power	[REDACTED]		[REDACTED]	
Reticulation Contractors/ Supplies	[REDACTED]		[REDACTED]	
Signage				
Stationery	[REDACTED]		[REDACTED]	
Tavern			[REDACTED]	
Telecommunications	[REDACTED]		[REDACTED]	
Traffic Management	[REDACTED]		[REDACTED]	
Telstra outages			[REDACTED]	
Vehicle Towing	[REDACTED]		[REDACTED]	

Service	Contractor	Contact	Number	2 nd contact
Vehicle Tyres	[REDACTED]		[REDACTED]	
Veterinary Services	[REDACTED] [REDACTED]		[REDACTED] [REDACTED]	
Waste/bins contractors	[REDACTED] [REDACTED]		[REDACTED]	
Water carting	[REDACTED]	[REDACTED]	[REDACTED]	

4. React

Scenario-Specific Checklists

a) Loss of (or access to) buildings/infrastructure/equipment

Tasks: Loss of (or access to) buildings/infrastructure/equipment		Complete
<p>If relocation is necessary, consider:</p> <p>Alternative Locations:</p> <ul style="list-style-type: none"> ▪ Recreation Centre (Woodanilling Pavilion) ▪ Town Hall ▪ Depot ▪ Local School ▪ Portable site offices ▪ Other Local Governments <p>Set up at least three workstations and a printer in the new facility</p> <p>Storage Locations: Physical stock or equipment:</p> <ul style="list-style-type: none"> ▪ Council Reserves, vacant land, Depot, Contractors, local businesses 		ELT Date & Time
➤ Notify current users of the alternate locations of your intention to occupy		Date & Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from other local governments, contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 		Delegated to: Date & Time
Consider how workstations & communications for staff relocating to other sites will be established and allocated, including those with portable devices.	Delegated to:	Date & Time
Consider staff travel arrangements to other sites.	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g., work two shifts of 5 hours rather than one shift of 8 hours).	Delegated to:	Date & Time
<p>Consider how workstations & communications for staff working from home will be organised.</p> <p>Note: staff working from home should be housed at the office 2 days per week wherever possible to maintain culture and support.</p>	Delegated to:	Date & Time
Consider other support areas to assist with relocation.	Delegated to:	Date & Time

Tasks: Loss of (or access to) buildings/infrastructure/equipment		Complete
Familiarise staff with new arrangements and determine communication protocols.	Delegated to:	Date & Time
Arrange security access controls for the affected building .	Delegated to:	Date & Time
Arrange security access controls for the new building/s .	Delegated to:	Date & Time
Manage any new WHS/Support & Wellbeing issues that may arise either: <ul style="list-style-type: none"> 1. During relocation; 2. At the new building/s; or 3. With the use of new equipment. 	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements	Delegated to:	Date & Time
Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required. Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).	Delegated to:	Date & Time
Redirect: Emails, phones, couriers, milk, business supplies, etc.	Delegated to:	Date & Time
Identify necessary staff & equipment requirements to maintain Time-Critical Activities.	Delegated to:	Date & Time
If possible, begin salvage or restoration activities.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

b) Loss of Staff

Tasks: Loss of Staff	Delegated to:	Time
Determine the number of staff away, affected service areas & expected return dates. Record and track staff absences.	Delegated to:	Date & Time
Ensure the safety and wellbeing of remaining staff.	Delegated to:	Date & Time
See: 3A. Employee's support & wellbeing requirements	Delegated to:	Date & Time
Identify Time-Critical deliverables due today and for the next 5 days.	Delegated to:	Date & Time
Determine the minimum number of staff required to continue operations and identify critical servicing and staffing gaps. Identify staff to be redeployed from other areas.	Delegated to:	Date & Time
Consider how staff working in shifts will be established and allocated (e.g., work two shifts of 5 hours rather than one shift of 8 hours).	Delegated to:	Date & Time
Ensure appropriate inductions, training and supervision to be in place for any replacement or redeployed staff.	Delegated to:	Date & Time
Ensure risk assessments in regard to any potential staff safety issues.	Delegated to:	Date & Time
Discuss changes with personnel and relevant Union if required and engage specialist Industrial Relations or legal assistance.	Delegated to:	Date & Time
Arrange any required medical assistance.	Delegated to:	Date & Time
Cease all non-critical activities where appropriate.	Delegated to:	Date & Time
In consultation with HR, notify/escalate to Department of Health or Worksafe etc.	Delegated to:	Date & Time
Can temporary competent replacements be arranged from: <ul style="list-style-type: none"> ○ Other Local Governments ○ Casuals/increase part-time hours ○ Volunteers/from the community/prisoners ○ Existing contractors ○ Recruitment agencies for Labour Hire (e.g., LoGo, WALGA) ○ State Government Agencies ○ Retired or former employees ○ Redeploy staff from other areas 	Delegated to:	Date & Time
Continued on following page...		

Tasks: Loss of Staff	Delegated to:	Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from other local governments, contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to:	Date & Time
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).</p>	Delegated to:	Date & Time
Notify Stakeholders of any amended working arrangements	Delegated to:	Date & Time
Organise any required Employee Assistance including counselling to assist with personnel returning to work.	Delegated to:	Date & Time
Develop and distribute return-to-work guidance to staff.	Delegated to:	Date & Time
Conduct regular Fitness for Work Assessments.	Delegated to:	Date & Time
Establish a method to provide financial advice to staff who have been financially impacted.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time

c) Loss of IT or Communications

Tasks: Loss of IT or Communications	Delegated to:	Complete
<p>Contact IT Support (PCS as above).</p> <p>Ask them to invoke the IT Disaster Recovery Plan if required.</p> <ol style="list-style-type: none"> 1. Determine potential cause/s of loss of IT 2. Clarify the extent of the outage. 3. Clarify the extent of any data loss. 4. Determine target restoration timeframes. <p>*Note: If the incident is a cyber-attack and internal IT support is unavailable, you should contact the LGIS Cyber Insurer: Chubb Cyber Incident Response Hotline: 1800 027 428 . See Chubb response process 2 pages below.</p>	Delegated to:	Date & Time
<p>Request a diagnosis and regular feedback to allow you to detail an appropriate strategy and the required resources for recovery. Lodge a PCS support request with PCS by emailing [REDACTED]</p> <p>SynergySoft ERP is a priority - Finance, AP, AR and Payroll functionality.</p> <p>Content management system, graphic design, Mailchimp access, SharePoint, CIA are important. Sharepoint is available and will be used when a more modern ERP is rolled out over next 5 years (from 2026)</p> <p>Authority may be required for employee contact details, Sharepoint and ECM (Enterprise Content Management) for employee files</p>	Delegated to:	Date & Time
Determine whether there is a need for any internal staff to assist IT	Delegated to:	Date & Time
<p>Consider:</p> <p>Deliverables due today and for the next five days, 10 days, 1 month, etc.</p> <p>Consider how workstations & communications for staff relocating to other sites or working from home will be established and allocated.</p> <p>Any manual procedures or workarounds.</p> <p>Other productive activities not requiring IT or communications infrastructure.</p>	Delegated to:	Date & Time
Detail a strategy and resources for recovery, including assistance from neighbouring local governments, responders, external contractors, suppliers, insurers and specialists.	Delegated to:	Date & Time
If there has been a partial loss of IT or Communications, consider how staff working in shifts will be established and allocated (e.g., work two shifts of 5 hours rather than one shift of 8 hours).	Delegated to:	Date & Time
Notify Stakeholders of amended working arrangements.	Delegated to:	Date & Time

d) Loss of Supplier

Tasks: Loss of Supplier	Delegated to:	Complete
<p>Contact the Supplier (where possible) and determine:</p> <p>The nature and extent of the incident. Whether operations have ceased entirely or are limited. Supply of any goods currently in transit. Whether the supplier has stock on hand that you can collect. Communication updates from the supplier. Assign someone to monitor & communicate with the supplier.</p>	Delegated to:	Date & Time
<p>Consider restoration timeframes and clearance of backlogs (if applicable)</p>	Delegated to:	Date & Time
<p>Consider:</p> <ul style="list-style-type: none"> • Time-Critical activities that rely on this supplier. Can these be prioritised immediately? • Length of time before these activities are impacted. • Alternative suppliers? Contact them immediately. • Procurement Requirements Purchasing policy. • Alternative procedures. 	Delegated to:	Date & Time
<p>Determine if there are any legal, health and safety, reputation or financial implications and manage them accordingly.</p>	Delegated to:	Date & Time
<p>Depending on the nature of the incident, consider:</p> <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to:	Date & Time
<p>Notify Stakeholders of amended working arrangements.</p>	Delegated to:	Date & Time
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).</p>	Delegated to:	Date & Time
<p>Place additional orders to make up any low supply quantities.</p>	Delegated to:	Date & Time
<p>Other:</p>	Delegated to:	Date & Time

6) Manage

The following is a basic standing agenda for each regular meeting. Incident-specific information should also be included where relevant.

Tasks	Delegated to:	Complete
Arrange responsibilities for tasks & determine target completion times		
Record all decisions, actions, and issues in SharePoint (when available) or other Action folder.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements.	Delegated to:	Date & Time
Considerations to be discussed and actioned:	Delegated to:	Date & Time
• Review effectiveness of recovery actions to date.	Delegated to:	Date & Time
• Discuss any emerging issues or new information.	Delegated to:	Date & Time
• Reassess resource requirements and capabilities for these weeks and months.	Delegated to:	Date & Time
• Review all working arrangements for affected areas.	Delegated to:	Date & Time
• Review all Time-Critical business activities.	Delegated to:	Date & Time
• Review existing/workload and any backlogs.	Delegated to:	Date & Time
• Review all deferred activities and arrange resumption where possible.	Delegated to:	Date & Time
• Assess any insurance implications.	Delegated to:	Date & Time
• Set next meeting and venue.	Delegated to:	Date & Time
Identify & notify Key Contacts of any amended working arrangements.	Delegated to:	Date & Time
Provide feedback, information, copies of communications & copies of logs to Admin Officer to ensure that an appropriate record of the incident is maintained.	Delegated to:	Date & Time
Provide updates to staff and consider welfare provisions for affected individuals.	Delegated to:	Date & Time
Release external communications if deemed appropriate.	Delegated to:	Date & Time
Conduct site visits if deemed appropriate and safe.	Delegated to:	Date & Time
Ensure all stakeholders continue to be kept informed.	Delegated to:	Date & Time
Continue to monitor Incident and issue instructions as appropriate.	Delegated to:	Date & Time
Review status of Incident and scale down recovery as situation dictates.	Delegated to:	Date & Time
Implement staff rotation/rostering.	Delegated to:	Date & Time
Other:	Delegated to:	Date & Time

7) Recover

Tasks	Delegated to:	Complete
Contact other Local Governments who've experienced a similar incident and request assistance by sharing their post-incident recovery experiences with you.		
Arrange responsibilities for tasks & determine target completion times.		
Record all decisions, actions and issues.	Delegated to:	Date & Time
Monitor ongoing staff support & wellbeing requirements	Delegated to:	Date & Time
For review and agreement: <ul style="list-style-type: none"> • Completed action items. • Recovery objectives. • Plans are in place to deal with any backlogs. • Communication to staff to recognise efforts. • Target date for completion of post incident review. 	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
	Delegated to:	Date & Time
Provide copies of logs and decisions to Admin Officer for collation.	Delegated to:	Date & Time
Undertake <u>post-incident review/debrief</u>, including: <ul style="list-style-type: none"> • Communication within and between Executive Team and Support areas. • Effectiveness of communication with affected areas and stakeholders. • Cost of recovery arrangements and insurance offsets. • Effectiveness of recovery strategies. • Advice to external and internal customers. • Media arrangements. • Impact of incident on Shire's reputation. • Timeframes for tasks and achievement of targets. • Impact on workflows of affected and interdependent areas. • Special staffing arrangements and acknowledgment of contributions. • IT system performance and recovery arrangements. 	Delegated to:	Date & Time
Present findings for review.	Delegated to:	
Celebrate achievements and anniversary of incident (if appropriate).	Delegated to:	

Document Control

Document Record	
Content Manager document name	Shire of Woodanilling Business Continuity Plan
Content Manager document number	
Content Manager file number	

Review and Approval	
Prepared by	
Maintained by	
Version date	
Approved by	CEO/Executive Management Team
Frequency of review	Annual

Appendix A – Communications Guidelines

Sample Communications Template
<p>New York President Rudy Guiliani's format for providing 9/11 disaster information is given as an example of best practice:</p> <ul style="list-style-type: none"> • this is what we know (& this is who is affected) _____ _____ • this is what we do not know _____ • this is what we are doing _____ • this is what we want you to do _____ <p><u>Media Holding Statement Example</u></p> <p>On (insert day and date) at approximately (insert time) the Shire of Woodanilling experienced a business interruption event (describe event • this is what we know • this is what we don't know etc,, as above). See 'Notification Chart' below for Likely questions from Stakeholders and 'Message Mapping' below for a template.</p>

Note: ONLY an authorised spokesperson may speak to the media.

Communications Team Responsibilities		
Primary	Deputy	Role/Responsibility
CEO	President	<ul style="list-style-type: none"> • Works with Executive Management Team/Council, to issue holding statements to the media. • Serves as lead representative at press conferences with assistance as required. • Approves all publicly disseminated information. • Identifies spokespersons if required.
		<ul style="list-style-type: none"> • Works in close liaison with the spokesperson to ensure message accuracy and delivery. • Assists with media relations.
		<ul style="list-style-type: none"> • Provides legal advice on communications strategies. • Provides legal advice on messaging to victim(s), family members, media, etc. • Approves messages before release.

Verify the Incident	
WHAT happened? WHAT is affected?	
WHERE did it happen?	
WHEN did this happen?	
WHO is involved? WHO is affected?	
HOW did it happen?	
WHY did it happen?	
WHAT is being completed?	
<p>Note:</p> <p>When collecting information, consider:</p> <ul style="list-style-type: none"> • Have all the facts been obtained (to the best of your knowledge)? _____ • What other information is needed? _____ • Have the details been confirmed? _____ • Are the information sources credible? _____ • Is the information consistent from several sources? _____ <p>Other? _____</p>	

Notification Chart		
Stakeholder	Organisational context	Likely questions
Employees	<ul style="list-style-type: none"> Organisational impact of event Continuing operational capability Alternate work arrangements 	<ul style="list-style-type: none"> ➤ What has happened and why? ➤ What will happen in the immediate future? ➤ Where is assistance available? ➤ Where should we go? ➤ What should we do? ➤ How do we do it? ➤ What are we allowed to say? ➤ Will I get paid? ➤ Is my job safe? ➤ When do I come back to work?
Family/Next of kin	<ul style="list-style-type: none"> ➤ Immediately • The extent of the event • Names of individuals involved and injuries • Access to counseling services 	<ul style="list-style-type: none"> ➤ What has happened? ➤ Who are the staff members involved and are they safe? ➤ What do we do now? Or later? ➤ How could it happen? ➤ Who is to blame?
Board/Council /Committee	<ul style="list-style-type: none"> • Impact on local Communities/customers • Timeline to normal capability and capacity 	<ul style="list-style-type: none"> ➤ What has happened and why? ➤ What is being done to fix it? ➤ What are the impacts on local communities/ customers and how are these being managed? ➤ When will normal capability and capacity be restored?
Auditors/ Shareholders	<ul style="list-style-type: none"> • The nature of the event • Immediate impacts on operational capability • Expected recovery performance 	<ul style="list-style-type: none"> ➤ Immediate impacts on sales, profits, cash flow? ➤ Financial and brand/image impacts, short term viability etc.? ➤ Longer term impacts on organisation? ➤ Asset valuation changes? ➤ What is being done to prevent it from happening again?
Local Community	<ul style="list-style-type: none"> ➤ Immediately • That an event has occurred • Safety concerns for the local area 	<ul style="list-style-type: none"> ➤ What has happened? ➤ Is it safe? ➤ Could it happen again? ➤ What is being done to ensure that it does not happen again?

Notification Chart		
Stakeholder	Organisational context	Likely questions
Customers	<ul style="list-style-type: none"> • That an event has occurred • Impact on service/product delivery • Alternate delivery arrangements 	<ul style="list-style-type: none"> ➤ What is the impact on product/service quality? ➤ How will delivery be affected? ➤ How will contractual conditions be affected? ➤ Will the organisation be able to continue? ➤ What compensation will be provided? ➤ What other alternate sources of the product/service exist? ➤ What is the customer's relative priority/importance to the organisation?
Suppliers	<ul style="list-style-type: none"> • That the event has occurred • Changes in supply requirements • Alternate arrangements for receipt of supplies • Alternate arrangements for accounts payable 	<ul style="list-style-type: none"> ➤ Will my bills be paid? ➤ Changes to supply requirements? ➤ How long will inventory be required to be held for? ➤ Capacity for changed pricing. ➤ Likely duration of supply changes? ➤ Compensation available under contractual conditions?
Regulators	<ul style="list-style-type: none"> • That the event has occurred and how • How it will be fixed • How it will be prevented from happening again 	<ul style="list-style-type: none"> ➤ What has happened? ➤ How did it happen? ➤ What is being done to fix it? ➤ What is being done to prevent it happening again? ➤ What is the compliance/capability/performance of other related areas? ➤ Are all rules and regulations being adhered to?
Media	<ul style="list-style-type: none"> • That an event has occurred • Factual. Only what is known. No assumptions • What measures are being put in place 	<ul style="list-style-type: none"> ➤ What has happened and how? ➤ Who is to blame? ➤ Can it happen again? ➤ What similar events have occurred in the past?

Appendix B – Pandemic Checklist

This Guide should be used to help ensure the health and safety of staff by implementing protocols to limit the spread of the virus and limit potential exposure for employees while still delivering essential services. State-level disaster plans are separate to Business Continuity Plans as their focus is on community response and not for an individual organisation.

A Pandemic may result in a loss of critical staff and/or an inability to access the workplace safely and/or a supply disruption. Impacts include:

Health Impacts:

- High proportion of population become too unwell to undertake normal activities
- An increased demand on health care facilities and assets
- Re-direction of resources, to assist increasing demands for health care
- Possible ongoing physical and mental health issues

Community Impacts:

- Threatened supply reduction to critical infrastructure and services
- Burial capacity may not meet expectations
- Closure/restriction of social interaction activities, disrupting community life
- Demand for some pharmaceutical goods outstripping supply
- Diminished community confidence in government and care facilities

Social Impacts:

- Isolation may cause social disruption, causing social segregation
- Increased support needs for vulnerable people (carers may not be available)
- Volunteer services disrupted
- Negative impacts from a change in work practices and environments
- Increased needs for physical and financial support for home quarantine requirements
- Law and order issues, potential community anxiety

Economic Impacts:

- Reduction in trade and commerce, to local economy
- Business activities disrupted leading, to possible business failure/s
- Loss of existing employment
- Shift in demand for goods and services
- Reduced cash flow resulting in economic downturn
- Potential rationing of goods and services
- Loss of tourism
- Extensive economic recovery period
- Global impact for widespread pandemics

Reference: State Hazard Plan – Human Biosecurity (2019)

Description of infection	Recommended Actions
<p>Human infection anticipated/ minimal human to human transmission</p> <p>High proportion of population become too unwell to undertake normal activities</p> <p>Ongoing physical and mental health issues</p>	<ul style="list-style-type: none"> • Consider implementing remote work arrangements, especially for key staff and those who rely on public transport. • Consider suspending all overseas/interstate travel. • Purchase health and safety consumables such as tissues, disinfectant, gloves and facemasks. • Increase cleaning schedules. • Update staff, stakeholder and supplier contact lists. • Create pre-scripted messages to address staff and other stakeholders. • Plan for ways to increase social distancing and face-to-face contact between staff, customers, visitors and vendors, such as: <ul style="list-style-type: none"> ○ Modifying, postponing, or cancelling meetings, gatherings, training sessions or conferences. ○ Encouraging video conferencing, staggered shifts and breaks and working from home. • Develop protocols for infection control for employees who are exposed to the pandemic, are suspected to be ill, or become ill at work. • Update employee compensation and sick-leave absence Policies. • Provide delegations of authority, orders of succession for key roles and a fast-track procurement process. • Consider cross-training personnel for delivery of essential functions. • Review insurance policies for business interruption or event cancellation terms. • Educate staff that if they are unwell, or a member of their family has contracted the virus, that they should not go to work. • Prepare rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives. • Encourage staff to eat at their desks and stagger breaks to prevent groups meeting in the break rooms. • Provide staff with details of clinics, designated hospitals, infection control guidelines and other relevant information. • Test the Business Continuity Plan to examine: <ul style="list-style-type: none"> ○ How continuity will be affected in an environment of high absenteeism ○ When all but critical functions would be suspended ○ When the necessary resources are not available because suppliers are not equally well prepared for a pandemic ○ When regions are quarantined and moving personnel is restricted ○ When schools are closed ○ A process for reopening facilities and resuming business functions

Description of infection	Recommended Actions
<p>Human infection/ human to human transmission - localised</p> <p>Activating</p> <p>Documenting</p>	<ul style="list-style-type: none"> • Activate remote work arrangements • Implement social distancing at work • Cancel all non-essential work • Activate rosters that have no overlaps and include sufficient time for disinfecting the area before the new shift arrives • Maximise building ventilation • Require staff to wear masks, introduce cough etiquette and other hygiene measures • Requirement for staff to provide evidence of appropriate medical advice e.g., vaccination certificate • Use of QR code • Undertake daily temperature checks of staff • Clean all touched surfaces between shifts • Maintain a register of staff who get sick
Description of infection	Recommended Actions
<p>Widespread Pandemic</p> <p>Communicate</p>	<ul style="list-style-type: none"> • Maintain contact with all employees and stakeholders and provide situational updates. • When a vaccine becomes available, organise for staff to be vaccinated as early as practical.
<p>Pandemic Subsided</p> <p>Debrief</p>	<ul style="list-style-type: none"> • Implement plans for the restoration of operations. • Conduct post-pandemic debrief to capture lessons learned for the future.

A Pandemic is declared “ended” when evidence indicates that the virus, worldwide, is transitioning to seasonal patterns of transmission.

Appendix C – Incident Leader Checklist

Incident Leader Checklist		
<p>Convene the Leadership Team to review the situation at the muster point (if applicable), then moving to an <i>'Incident Control Centre'</i> venue in one of the following venues:</p> <p>CEO's Office/Chambers *If inaccessible:</p> <ul style="list-style-type: none"> • Town Hall • Recreation Centre (Woodanilling Pavilion) • Depot • Local School • Portable site offices • Other Local Governments • Work from home/MS Teams <p>Arrange access and teleconferencing facilities at <i>Incident Control Centre</i>.</p> <p>Nominate a scribe.</p> <p>Determine Leadership Team roles and responsibilities.</p>	<div style="border: 2px solid blue; padding: 5px; display: inline-block; color: white; font-weight: bold;">Nominate a scribe to log all activities for investigators</div>	Date & Time
Consider nominating a trusted administrator to assist you to work through the checklists and act in an advisory capacity (as a right-hand person).	Delegated to:	Date & Time
Obtain details of any witnesses, photographic or CCTV evidence	Delegated to:	Date & Time
<p>Start recording an assessment of the situation:</p> <p>This is what we know (& who is impacted?)</p> <p>This is what we don't know.....</p> <p>This is what we need you to do.....</p> <p>This is what we're going to do.....</p> <p>A more detailed assessment checklist can be found at 'Assess'.</p>	Delegated to:	Date & Time
<p>What is your desired realistic outcome? Determine objectives:</p> <p>Objective 1)</p> <p>Objective 2)</p>	Leadership Team Leader	Time
<p>Create a Communication Plan for Councillors, Media, Regulators, other Stakeholders and Staff as required.</p> <p>Remember to include a standardised message for people phoning in or visiting.</p>	Delegated to:	Date & Time

Incident Leader Checklist		
Consider: Email, Text messaging, Teams, WhatsApp, Social Media, White Boards, Bulletin boards, Intranet, meeting room technology, etc. (Template: Appendix A – Communications Guidelines).		
Mobilise specialist staff with expertise relevant to the incident (/IT/Works, etc. -see contact lists). Consider seeking assistance from parties outside of the organisation.	Leadership Team Leader	Date & Time
Determine employee support & wellbeing requirements. A main internal point of contact should be nominated and provided to all staff should they need to communicate. Request an updated staff contact list if applicable. See: 3A. Employee's support & wellbeing requirements for a checklist.	Delegated to:	Date & Time
Contact all relevant Stakeholders who need to be informed about the incident or will be affected by the incident, including local businesses, schools & community leaders where appropriate (See: Key Contacts checklist)	Delegated to:	Date & Time
If moving staff to a new work facility, set up sufficient workstations for completion of time-sensitive activities such as Payroll, Communications and Customer Services. (See: Time-sensitive activity list).	Delegated to:	Date & Time
Contact any relevant contractors to confirm if they have been affected by the incident (See: Key Contacts checklist)	Delegated to:	Date & Time
<p>Determine Management and Staff roles and responsibilities before sending anyone home (if applicable):</p> <p>Make sure:</p> <ul style="list-style-type: none"> If you're sending staff home, that they are actually capable of getting home and not (for example) in shock or ill and unable to drive. Staff may have left keys, bags and mobiles in the office during evacuation. They have a family member or friend who can fetch them, or arrange a bus, an ambulance or taxi. Do not call a taxi if they are infectious. That they are able to contact their families if they need or want to. <p>Make sure they understand:</p> <ul style="list-style-type: none"> Where they should go What they should do and how they should do it The options available to them Reporting arrangements That their jobs are safe, if applicable, or the options available to them When they should come back to work When the next communication can be expected and how it will be communicated. <p>Remind staff about the Shire's Code of Conduct for Employees in relation to personal communications and social media (i.e.; not to talk to the Press, or post</p>	Delegated to:	Date & Time

Incident Leader Checklist		
anything on social media, or alert Friends). If an employee is approached for a comment, they should refer the media body to you as the Incident Leader. Contact and instruct staff not affected by the incident, currently off site, on leave or located elsewhere. Consider Union involvement.		
Depending on the nature of the incident, consider: <ul style="list-style-type: none"> • Requesting assistance from contractors or stakeholders. • Staffing requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Supply requirements for the next 5 days, 10 days, 1 month, 3 months, etc. • Other resources or equipment required for the next 5 days, 10 days, 1 month, 3 months, etc. • Clearing backlogs. • Leadership and staff rotation/rostering. 	Delegated to:	Date & Time
Notify neighbours if relevant.	Delegated to:	Date & Time
Notify insurer and seek advice if relevant.	Delegated to:	Date & Time
Remind staff to photograph all evidence prior to initiating urgent repairs (for insurance purposes).	Delegated to:	Date & Time
Ensure emergency funds are available if required.	Delegated to:	Date & Time
Arrange for phones to be diverted and set up a temporary reception area.	Delegated to:	Date & Time
Agree future location of your Incident Control Centre and future meeting times for convening the Leadership Team.	Delegated to:	Date & Time
<p>***Note: Always consider that your decisions may not be popular with certain people/groups. Risk-manage your decisions by considering in advance who could disagree, and the reasons why, and determine suitable responses/actions for those people/groups when they make themselves known.</p>		
<p>Assess and Prioritise:</p> <p>A. <u>Employee's support & wellbeing requirements</u></p> <p>B. <u>Time-Critical business functions</u></p> <p>C. <u>Other Considerations</u></p> <p>D. <u>All upcoming activities or events</u></p> <p>E. <u>Key contacts/Organisations/Contractors to be contacted</u></p> <p>*After assessing and prioritising, focus your resources where they're needed most.</p>		

Incident Leader Checklist

See 'Scenario-Specific' Checklists for more specific information relating to:

- [Loss of Staff](#)
- [Loss of \(or access to\) buildings/infrastructure/equipment](#)
- [Loss of IT, Data or Communications](#)
- [Loss of key Suppliers](#)

End of Incident Leader Checklist

Shire of Woodanilling

Regulation 5 Report Recommendations (*Hammond Woodhouse Advisory: July 2024*)

TABLE OF CONSOLIDATED RECOMMENDATIONS			
REVIEW TOPIC	Report paragraph	RECOMMENDATION	STATUS/UPDATE – APRIL 2026
REVIEW OF FINANCIAL MANAGEMENT			N/A
Collection of moneys	<ul style="list-style-type: none"> 3.1(5) 	None.	N/A
Safe custody and security of moneys	<ul style="list-style-type: none"> 3.2(5) 	None.	N/A
Maintenance and security of financial records	<ul style="list-style-type: none"> 3.3(10) 	We recommend that a comprehensive scope and specification be developed for the delivery of ICT services and that an appropriately qualified ICT contractor be engaged for a term of at least 2 but preferably 3 years.	To be completed in next 6 months
Proper accounting of funds	<ul style="list-style-type: none"> 3.4(8) 	We recommend that a comprehensive scope and specification be developed for the delivery of accounting services and that an appropriately qualified contractor be engaged for a term of at least 2 but preferably 3 years.	Completed 30 January 2025 for 24 months plus 1 year option

Proper authorisation of liabilities and payments	<ul style="list-style-type: none"> • 3.5(11) 	<p>We recommend that:</p> <ul style="list-style-type: none"> • A control be developed introducing a threshold above which authorisation of purchases must have clear separation between ordering and authorising officers notwithstanding that every effort should be made to achieve segregation where practical; and • A control be developed that facilitates segregated authorisation of credit card statements. 	<p>Completed: All ordering and authorising now</p> <p>Completed: All credit cards authorisations now segregated</p>
Maintenance of payroll, stock control and costing records	<ul style="list-style-type: none"> • 3.6(7) 	None.	N/A
Preparation of budgets, budget reviews, accounts and reports	<ul style="list-style-type: none"> • 3.7(9) 	Refer to recommendations in para 3.3 (10) and para 3.4 (8).	As above

Shire of Woodanilling

Regulation 17 Report Recommendations (*Hammond Woodhouse Advisory: July 2024*)

TABLE OF CONSOLIDATED RECOMMENDATIONS				
REVIEW TOPIC	Report paragraph	RECOMMENDATION	Risk Rating	Status/Update APRIL 2026
REVIEW OF RISK MANAGEMENT				
Risk Management	<ul style="list-style-type: none"> • 3.1(3) 	<ul style="list-style-type: none"> • <i>Develop a Risk Management Policy which accords with ISO 31000:2018.</i> • <i>Once the Policy is adopted, implement risk reporting in Council agenda items in accordance with the matrix in the Risk Management Policy.</i> • <i>Develop and maintain a Risk Register to address emerging operational and strategic risks.</i> 	Medium	In progress: For consideration at April 2026 ARIC meeting & Ordinary Council Meeting

Fraud	• 3.2(3)	<ul style="list-style-type: none"> • The CEO should instigate measures to implement the recommendations of the WA Auditor General's Report. 	Medium	Policy to be developed to act on suspected fraud or corruption
Tenders	• 3.3(3)	<ul style="list-style-type: none"> • Take steps to put in place suitable and proper procedures for: <ul style="list-style-type: none"> □ Requiring all documents relevant to a tender to be filed in a readily accessible location within the Shire's record keeping system; and □ Requiring evaluation panel members to complete conflict of interest declarations; and 	Medium	<p>Updated: System has been updated to enable all tender documents to be readily accessible</p> <p>Evaluation panel members now complete conflict of interest declarations; procedure to be developed</p> <p>Training has been undertaken with relevant staff to better understand the functions</p>

		<ul style="list-style-type: none"> □ Dealing with a conflict if one is declared. • Review the training needs of any employee who is given responsibility for the tender process or any aspect of it and ensure that formalized training is undertaken so that the relevant employees can properly carry out the functions involved and understand the relevant legislation. 		
Project and contract management	• 3.4(3)	<ul style="list-style-type: none"> • Take steps: <ul style="list-style-type: none"> □ to formalize in writing the responsibility for the management of projects and contracts; and □ to put in place a procedure for project management and contract management. 	Medium	To be commenced

Audit committee	<ul style="list-style-type: none"> • 3.5(3) 	<ul style="list-style-type: none"> • Include a provision for reporting and discussion on risk management in the Council Audit Committee agendas; and • Commence risk management reporting. 	Medium	In progress: Risk Management policy & procedures being considered at April 2026 meeting.
REVIEW OF INTERNAL CONTROLS				
Procurement	<ul style="list-style-type: none"> • 4.1(3) 	<ul style="list-style-type: none"> • Develop a control that requires credit card statements to be authorized by both cardholder and another responsible officer. • Develop a control that establishes a threshold above which ordering and authorizing payments must be segregated 	Medium	Complete
ICT	<ul style="list-style-type: none"> • 4.2(3) 	<ul style="list-style-type: none"> • Undertake a tender/procurement process for the provision of external ICT services for a term that is 	Medium	To be commenced: Long term contract procurement process to be undertaken

		commensurate with the importance of the service and the levels of investment that are required from both parties. The specifications should clearly set out (amongst other things) service levels for data storage and retention and the provision of external threat defence systems		
Reconciliation	• 4.3(3)	• None	Low	n/a
REVIEW OF LEGISLATIVE COMPLIANCE				
Annual return	• 5.1(3)	• None.	Low	n/a
Local laws	• 5.2(3)	<ul style="list-style-type: none"> • Take steps to address the findings above and more specifically: <ul style="list-style-type: none"> □ Document a procedure to ensure that the local law review required by section 3.16 is undertaken on time; □ Consider the publication of the local laws on the website; and □ Review the need to commence a review of the 2008 local law. 	Medium	To be commenced: priority for next 6 months

LPS	• 5.3(3)	• Undertake the LPS review with a view to its completion by the end of 2024.	Medium	To be commenced by June 2026
Delegation	• 5.4(3)	• None.	Low	
Records	• 5.5(3)	• Undertake and complete the review of the Record Keeping Plan as soon as possible.	Medium	In progress – draft has been sent to State Record Keeping Office which has provided feedback for further edits. TBC June 2026
Tenders	• 5.6(3)	• None.	Low	
Strategic Planning	• 5.7(3)	• Undertake the review with a view to its completion by the end of 2024.	Medium	Completed Feb 2025
HRM	• 5.8(3)	• None.	Low	
External audit	• 5.9(3)	• None.	Low	
Audit response	• 5.10(3)	• None.	Low	
Legislative change	• 5.11(3)	• None.	Low	