

- LEGEND**
- Completed or continuously monitored
 - In progress
 - Not yet commenced
 - Scheduled for later in year
 - Progress unknown

Shire of Dowerin
Risk Dashboard - February 2026

Status	Due Date	Risk Rating
Complete	Any	LOW
In Progress	Any	MODERATE
Scheduled later	Future	MODERATE
Scheduled later	Overdue	HIGH
Not Commenced	Any	HIGH
To be investigated	Any	HIGH

Action	Due Date	Responsibility	Last Update	Current Update	Status	Risk Rating
Asset Management Practices						MODERATE
Revaluation of Road Assets	Jun-26	CEO & MCS		Completed - November	Complete	LOW
Review Management of Sewerage System	Oct-25	CEO	Forms part of handover to WC	WC handover not happening - quotes for rebuild of Imhoff system	Not Commenced	HIGH
Revaluation of Other Infrastructure	Jun-25	MCS	Further documentation to be investigated	To be reviewed	Not Commenced	HIGH
Update RAMM Annually	Completed	MIP	Data updated and staff training undertaken in January 2025	Completed - data updates ongoing	Complete	LOW
Link Building Maintenance Schedule to AMP	Jan-26	MCS & MIP	Needs full review as part of ISP	To be reviewed at a later stage	Not Commenced	HIGH
Review Asset Management Plan	Completed	CEO & MIP	Reviewed at 25/26 budget workshop 1 and Asset & Works Committee	Completed	Complete	LOW
Review LTFP and Link to AMP	Jan-26	CEO & MCS	ISP review being undertaken. LTFP and AMP to be created from ISP	To be commenced	Not Commenced	HIGH
Business & Community Disruption						MODERATE
Annual LEM Exercise Undertaken	Jul-25	CEO & MGCS	Not completed. Must be undertaken in 2025	LEMC annual plan implemented - exercise to be undertaken in May	Scheduled later	HIGH
Review Business Continuity Plan	Dec-25	CEO		IT provider progressing this - expected April 2026	Scheduled later	HIGH
Business Continuity Plan Drill to be Undertaken Annually	Dec-25	CEO & MCS	Not undertaken since 2022	Plan to be implemented first, testing will occur	Scheduled later	HIGH
Develop IT Disaster Recovery Plan	Sep-25	MCS	Review in process - IT provider drafting plan with September deadline	IT provider progressing this - expected April 2026	Scheduled later	HIGH
Fire Breaks Inspected and Enforced Annually	Completed	MCS	Completed 2024	Ongoing - ranger undertaking task annually	Complete	LOW
Fire Fighting Equipment Maintained and Serviced Annually	Aug-25	CEO		Completed	Complete	LOW
Wardens (Internal) - Training of New Wardens	Sep-25	MGCS	Emergency mgmt. training for staff undertaken in May. Warden training to be budgeted 25/26FY	Emergency management training undertaken by key roles, specific warden training to be costed/scheduled	Not Commenced	HIGH
Admin Generator Maintained and Serviced	Annually	CEO	Annual servicing undertaken. Currently needs repairing to change over switch	New generator purchased Jan 26 for admin building	Complete	LOW
Review Managing Emergencies in Shire Facilities	Complete	MGCS	Completed Dec 23	Completed	Complete	LOW
Failure to fulfil Compliance Requirements (Statutory and Regulatory)						HIGH
Document Governance Framework	Jul-25	CEO & MGCS	Drafted. Requires review and adoption	Review needs to be scheduled prior to adoption	Not Commenced	HIGH
Continue Implementation of Training Program for Councillors and Staff	Ongoing	CEO & MGCS	Ongoing - new training register and program being developed with staff review process	Staff training register in works - Councillors training arranged ad hoc	Scheduled later	MODERATE
Review Councillor Induction Manual - Every 2 Years	Aug-25	MGCS	Requires review August/September 2025	Completed	Complete	LOW
Review Human Resource Management Framework	Aug-25	CEO & MCS	In review	To be implemented - MGCS recently taken on HR area	Not Commenced	HIGH
Review Information Management System	Completed 2023 - ongoing	MCS	Old framework exists - needs to be aligned with PRIS principles	Will need to be rescheduled for 26/27FY upon new MCS commencement	Not Commenced	HIGH
End of Year Financial Audit - Prepare	Ongoing	MCS	Audit to commence October 25	Ongoing annual process	Scheduled later	MODERATE
Interim Audit Finding 30 June 2025 - Action of Findings	Progressing	MCS	Interim audit in process	Admin processes are being reviewed and new processes drawn up to align with audit findings	In Progress	MODERATE
Audit Finding 30 June 2025 - Action of Findings	Jun-25	MCS	Land, buildings and infrastructure require valuation	Admin processes are being reviewed and new processes drawn up to align with audit findings	In Progress	MODERATE

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Document Management Processes						HIGH
Review SharePoint System	Dec-24	CEO	Stage 1 complete	Review of systems will need to be undertaken along with PRIS requirements	Not Commenced	HIGH
Review Information Management Framework	Dec-24	CEO	Investigation required	Investigation required	Not Commenced	HIGH
Information Management Staff Training	Ongoing	CEO	Form part of Induction Process - will need updating to include PRIS framework	Review of systems will need to be undertaken along with PRIS requirements	Not Commenced	HIGH
Review Record Keeping Plan	Overdue	CEO	Stage 2 requires commencement	Review of systems will need to be undertaken along with PRIS requirements	Not Commenced	HIGH
Employment Practices						MODERATE
Develop a Health and Wellbeing Program	Jun-25	CEO & MGCS	Plan requires review and implementation. Staff survey to be sent out	Not yet implemented, will need to be rescheduled for staff input and development	Scheduled later	HIGH
Review Workforce Plan	Completed	CEO & MCS	Review currently being undertaken	Workforce plan updated and adopted September 2025	Complete	LOW
Create Checklist for Human Resource Management Framework	Completed	CEO & MCS	To be investigated	Review needs to be undertaken, MGCS recently taken on department and implementing controls	In Progress	MODERATE
Update Training Register & Develop 2025/2026 Training Program	May-25	CEO & MGRS	Full review and plan to be developed for 25/26 FY post staff reviews in April	Review needs to be undertaken, MGCS recently taken on department and implementing controls	In Progress	MODERATE
Review Staff Induction Process	Completed	MGCS	Completed in Dec 2024	Complete - Compliance Officer regularly maintains this area	Complete	LOW
Conduct Annual Drivers License Checks	Annually in April	MCS	Conducted 2024 - due April 25	Conducted, due April 26	Scheduled later	MODERATE
Conduct Annual Performance Reviews	Annually in April	CEO & MGRS	Performance reviews conducted during April/May 2025	To be commenced in April	Scheduled later	MODERATE
Engagement Practices						MODERATE
Review Community Complaints, Feedback & Request Handling Process	Dec-25	CEO & MCS	No formal process in place other than customer service charter, currently all complaints are registered in share point.	Review to be undertaken and improved processes - Works complaints register has been implemented A proper CRM system to be investigated in the new Financial year	In Progress	MODERATE
Review Community Engagement Policy & Framework	Dec-25	CEO & MGRS	To be reviewed post ISP update	Not yet commenced	Not Commenced	HIGH
Conduct Community Satisfaction Survey	Completed	CEO & MGCS	Completed Jan 2025	Complete	Complete	LOW
Review Process For Customer Response Requests	Dec-25	MCS	Completed, included in the adopted customer service charter	Complete, review of customer service completed and includes provision	Complete	LOW
Review Customer Service Charter (every two years)	Jun-25	MGCS	Review completed July 24. Requires finalisation	Review of customer service completed 2025	Complete	LOW
Update Complaint Register (in accordance to Act)	As Required	MGCS	Register available on Shire website & update as required	Completed - update ongoing	Complete	LOW
Environment Management						HIGH
Develop Waste Management Plan & Program	Jun-24	CEO	Not undertaken - NEWROC waste management plan?	CEO and EHO ongoing investigation for long term plan	In Progress	MODERATE
Complete Audit of Sewage System	Ongoing	CEO	Last completed 2005. Next steps dependent on hand over to Water Corp	Costs to be investigated - WC will not take on asset	Not Commenced	HIGH
Valuation of Sewage System	Jun-25	CEO	Completed 2022. Needs to be reviewed as part of handover	Costs to be investigated - WC will not take on asset	Not Commenced	HIGH
Address Compliance of Waste Management	Ongoing	CEO	Not commenced. NEWROC waste initiative???	CEO and EHO ongoing investigation for long term plan	In Progress	MODERATE
Preparation of Refuse Site Closure Plan	Dec-23	CEO	Draft plan prepared. No further progress.	CEO and EHO ongoing investigation for long term plan	In Progress	MODERATE

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Errors, Omissions & Delays						HIGH
Review Employee Code of Conduct	2026	CEO & MGCS	Will require review in 2026	Review to take place later in year	Scheduled later	MODERATE
Centralise Checklists, Controls and Procedures	Dec-23	CEO & MCS	Not completed	Needs complete review	Not Commenced	HIGH
External Theft & Fraud (Including Cyber)						HIGH
Review Access Controls to Include Key Register	Dec-25	MIP/TO	Key register needs to be updated and key owners documented	Key register updated - access controls to be reviewed by MCS	Not Commenced	HIGH
Photographic Record of Minor Assets & Align With Minor Assets Register >\$5,000	Dec-25	MIP/MCS	Minor asset register complete. Photographic register not commenced.	Photographic register to be commenced	Not Commenced	HIGH
Implement Quarterly Schedule For Changing Passwords	Completed	MCS	Password policy non-existent	IT provider has policy for password review implemented (not SOD policy)	Complete	LOW
Review Security and Storage of Records	?	CEO/MCS	Progress unknown	Item will need to be implemented once MCS commences	Not Commenced	HIGH
Document Financial Management System	Dec-23	MCS	Progress unknown	Item will need to be implemented once MCS commences	Not Commenced	HIGH
Management of Facilities/Venues/Events						HIGH
Develop Event Management Framework	Dec-25	CDC	To communicate formally to management team	Progress update to be provided by officer	To be Investigated	HIGH
Create Inspection and Maintenance Schedules for Event Equipment	Dec-25	CDC	Extended to allow new staff adequate time for reviewing	Progress update to be provided by officer	To be Investigated	HIGH
Undertake Community Facilities Review	Dec-25	EHO	Process and documents need to be inspected by staff	Public building inspections to take place this quarter	Scheduled later	HIGH
Public Buildings Inspected Annually for Compliance	Dec-25	EHO	Completed Nov 22, new EHO to complete by Dec 25	Public building inspections to take place this quarter	Scheduled later	HIGH
IT or Communications Systems and Infrastructure						HIGH
Review IT Management Service Level Agreement	Annual	MCS	Annual review completed on 30/05/2025	Annual review due May 26	Scheduled later	HIGH
Document IT Infrastructure Replacement Program	Jun-26	MCS	Linked with IT Framework & Services	Document outlining historical upgrade dates for main hardware being drawn up by IT provider. Asset management review being undertaken by newly appointed internal IT officer (short-term contract, only employed while updating internal documentation/asset review)	In Progress	MODERATE
Document IT System Framework & Services	Dec-24	MCS	Deferred until Dec 25	Progress to be investigated - can potentially be implemented by internal IT officer	To be Investigated	HIGH
Misconduct						HIGH
Review and Document Organisations Controls and Systems	Ongoing	CEO & MCS	Will be included in FMSR and Reg 17 25/26	Reg 17/FMR audit currently in progress. Findings expected March	In Progress	MODERATE
Centralise Checklists, Controls and Procedures	Dec-25	CEO & MCS	SharePoint review needed. Rescheduled due to workloads of new staff	Needs to be implemented	To be Investigated	HIGH
Review Fuel Stock Control and Process	Annual	MCS		Progress to be investigated	To be Investigated	HIGH
Present Regulation 17 Review to Audit & Risk Committee - Every 3 Years	Mar-26	CEO & MGCS	Due Dec 2025	Audit findings expected to be delivered March 26	In Progress	MODERATE
Review Purchasing Policy & Procurement Process		MCS	Review completed May 24	Scheduled for Council adoption Feb 26 OCM	Complete	LOW
Review Code of Conduct (Councillor)	Aug-25	CEO & MGCS	Review scheduled for Aug 25 for Election	Requires review with LG Reforms, to be completed first half of 2026	Scheduled later	HIGH

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Project/Change Management						HIGH
Develop Project Management Methodology and Framework	Jun-26	MCS	Project management templates in place; process yet to be documented	Progress to be investigated	To be Investigated	HIGH
Review Communication and Engagement Framework	Jun-26	CEO & CDC	Review not undertaken yet	Review not undertaken yet	Not Commenced	HIGH
Safety and Security Practices						LOW
Review Hazard Register	Annually	CEO & MGRS	Being undertaken - ETA April 25	Compliance Officer has compiled register, reviewed regularly and new hazards included	Complete	LOW
Update Staff Training Register	Ongoing	CEO & MGRS	Annual update and implementation		Complete	LOW
Conduct Quarterly Workplace Inspections	Monthly	All Staff	Inspection schedules implemented and shared across entire organisation	Ongoing - currently implemented	Complete	LOW
Safe Work Method Statements (SWMS) Library	Completed	MIP	SMWS in place for all plant	Up to date	Complete	LOW
Assess Shire Building and Facility Safety and Security	Nov-25	CEO	Last completed Nov 22	Security cameras being installed gradually across main shire assets. Admin office, CRC, Depot, SSA and main street complete	Complete	LOW
Develop Isolated Worker Management Procedure	Completed	CEO		Up to date	Complete	LOW
Re-Establish WSH Committee & Conduct Quarterly Meetings	Quarterly	CEO & MGCS	Quarterly meetings conducted. HSR staff reps trained Nov 24	Ongoing - regular meetings now take place (quarterly) with staff	Complete	LOW
Review Managing Emergencies In Shire Facilities	Completed	CEO & MGCS	Completed and implemented	Completed in 2024.	Complete	LOW
Review Contractor Inductions and Register	Annually	MIP	To be conducted annually	Up to date - managed and reviewed by TO	Complete	LOW
Supplier/Contract Management						MODERATE
Develop Standardised Contracts	Ongoing	CEO & MGRS	Standardised MOUs; Service Level Agreements; Tenancy Agreements; Contracts	Standard templates used. Reviewed intermittently and updated where necessary/required.	Complete	LOW
Document Financial Controls	Ongoing	MCS	Controls in place; constantly reviewing for improvement	Controls in place; constantly reviewing for improvement	Complete	LOW
Develop Appropriate Financial Reporting Tools	Ongoing	MCS	Continuous training to utilise all tools	Continuous training to utilise all tools	Complete	LOW
Develop Centralised Contract Management System	Ongoing	CEO & MCS	To be reviewed and options analysed	Management system requires investigation and implementation	Not Commenced	HIGH