

RISK MANAGEMENT STRATEGIC PLAN

1. OVERVIEW

Risk Management is important to the operations of the Wentworth Shire Council. The identification, assessment and control of all risks are important to the successful achievement of the Council's vision and mission. An important part of the risk management strategy is the development of effective systems.

1.1 Strategic Plan Summary

This strategic plan aims to identify the main objectives and activities that Wentworth Shire Council will focus on over the next four years.

The most significant issues to be addressed are:

- The development of a risk culture
- The integration of "risk" as a factor in decision making
- The importance of the risk management system to the future viability of the Council (particularly in attracting contract work)

Key recommendations are:

- That Council approve the strategy plan.

1.2 Status of Strategy Plan

Basic information about the strategy is contained in the table.

| | |
|--|---|
| Strategy effective from this date: | June 2009 |
| Strategy covers this period: | 2009 to 2013 |
| Strategy approved by: | General Manager |
| Strategy adopted by Council: | June 2009 |
| Person accountable for this strategy: | Manager Human Resources |
| 1st person to contact about this strategy: | Manager Human Resources |
| Stakeholders to consult with (minimum): | GM, Directors, Managers, staff, Council |
| Performance will be reported through: | Management Plan |
| This strategy was last reviewed on: | Not Applicable |
| This strategy must be reviewed at least: | Annually |

This plan is an integral support document for the organisation and guides Council's direction and policy making in the area of risk management and Occupational Health and Safety.

2. WHERE WE HAVE BEEN

Wentworth Shire Council has grown considerably over its 130 years as a local government body. Its 26,000 square kilometres and budget in excess of \$15m is served by over 100 staff. Staff are principally located in the town of Wentworth. Other key population centres in the Shire are Gol Gol, Dareton and Buronga. Over recent years the composition of the workforce has changed with increasing numbers of both indoor and outdoor staff to meet legislative requirements and increased work commitments to be able to meet community needs and the diversification of services.

2.1 KEY ISSUES

| | |
|---|---|
| <p><i>The strengths are:</i></p> <ul style="list-style-type: none"> • financially sound operation • well managed • more awareness of OHS / Risk Management over recent years • regular OH&S Committee Meetings | <p><i>The opportunities are:</i></p> <ul style="list-style-type: none"> • incorporation of current systems with risk management and OH&S • utilisation of talented staff |
| <p><i>The weaknesses are:</i></p> <ul style="list-style-type: none"> • process documentation in risk management/ OHS is lacking • Knowledge at a supervisor level regarding risk management • resources appear to be inadequate in the risk management and OH&S areas. • Recording important information. | <p><i>The threats are:</i></p> <ul style="list-style-type: none"> • risk of fines because of lack of process documentation • poor decision making as a result of not enough emphasis on risk analysis • loss of revenue if systems do not comply adequately with Road Traffic Authority requirements |

2.2 Stakeholder Analysis

The people and organisations most impacted by or who should be consulted about or have an influence on this strategy are Councillors, General Manager, Directors, Managers, staff, Department of Local Government, contractors and the community.

2.3 Key Planning Assumptions

Legislation requires that Council is active in managing OH&S and risk issues in general as required by the NSW Occupational Health & Safety Act 2000 and the NSW Occupational Health & Safety Regulation 2001. This strategy plan been developed in conjunction with the principles of Australian Standard AS/NZS 4360:1999.

2.4 Market Analysis

All local governments in NSW are subject to the same legislation and it is incumbent on each unit to actively manage its risks including consulting with staff and other stakeholders and to promote policies, procedures and a culture of risk reduction and safety.

2.5 Shifts in Resource Allocation

| WHAT WE WILL DO MORE OF: | WHAT WE WILL DO LESS OF: | WHAT WE WILL CEASE TO DO: |
|---|--|---|
| <ul style="list-style-type: none"> • Focus on risk management issues and quality systems | <ul style="list-style-type: none"> • Not communicate policies, procedures & standards required to staff effectively | <ul style="list-style-type: none"> • Not document staff issues |
| <ul style="list-style-type: none"> • Focus on staff education and communication | <ul style="list-style-type: none"> • Ignore near misses | <ul style="list-style-type: none"> • Not identify staff resource requirements in project development |
| <ul style="list-style-type: none"> • Adopt a more proactive approach to risk identification and minimisation | <ul style="list-style-type: none"> • Not identify training required | <ul style="list-style-type: none"> • Not report minor incidents |

3. WHERE WE WANT TO BE (THE PLAN)

The key activities that are proposed over the planning period are listed below. The table details the person or group accountable for the action, the year in which the action will take place and the indicators that will be used to assess how well we have or are performing.

3.1 Key Activities

| FOCUS AREAS AND ACTIONS | WHO | WHEN | PERFORMANCE |
|--|-----------------------------|----------|--|
| Risk Management Systems | | | |
| Develop policy and procedure manual | RMO | 09/10 | Manual produced |
| Review systems for RTA contract requirements | RMO/ OM | 09/10 | Adequate systems in place |
| Complete risk assessments for areas of Council | RMO/ OH&S Committee | Annually | Inspections completed Hazards identified in risk register |
| Implement Asbestos Management Plan | RMO | Annually | Plan implemented |
| Induction | | | |
| Enhance OHS section of the corporate induction | RMO | 09/10 | Program developed and implemented |
| Assist in the development of site inductions / safe work procedures | RMO/ Managers/ Team Leaders | 09/10 | Procedures developed and implemented |
| Public Liability Audit | | | |
| Improve Public Liability Audit score | RMO | 09/10 | Score at 80% or higher |
| Ensure that Bitumen and asphalt resurfacing meets Best Practice standards | RMO/ OM/O | 09/10 | Develop and implement procedure |
| Develop a roads policy and procedure which includes inspection procedure, road hierarchy and risk rating. | RMO/OM/O | 09/10 | Roads policy and procedure developed and implemented |
| OHS Audit | | | |
| Improve annual OHS Audit score | RMO | 09/10 | Score at 70% or higher |
| Implement emergency evacuation – 2 evacuation drills per year at each worksite – train relevant staff where required | RMO | Annually | All staff aware of evacuation procedure, 2 drills per year per worksite conducted & documented |
| Documented assessment of potential age imbalance implications | RMO | 09/10 | Plans for individual staff members developed |

| | | | |
|---|------------------------|----------|---|
| Develop strategies to minimise age-related OHS risks | RMO / Manex / Managers | 09/10 | Strategy developed |
| Implement strategies associated with age related OHS risks | RMO | 10/11/12 | Strategies implemented |
| OHS General | | | |
| OH&S Committee Meetings held | RMO | Annually | At least four per year |
| Review all major OH&S documentation | RMO | Annually | All documentation reviewed and updated as required. |
| Continuous Improvement | | | |
| Review Risk Management Services | RMO | 09/10 | Review process developed |
| | RMO | Biannual | Review completed |
| Training and Education | | | |
| Develop an Annual Outdoor staff OHS/ Risk Management Training Session | RMO | 09/10 | Program developed |
| Implement Outdoor OHS/ Risk staff training program | RMO | Annually | Training conducted |
| Develop and conduct visitation plans for all teams and discuss any OHS / Risk Management issues including policies, procedures and any statutory requirements | RMO | Annually | Visitation plans developed and implemented |
| Conduct Risk Management Training | RMO | Annually | All staff complete Risk Management Awareness Training |
| Risk Mitigation | | | |
| Reduce overall risk profile for organisation | RMO | 09/10 | 5% reduction of known risks |

4. HOW WILL THE PLAN BE FUNDED

This part of the strategy details how we intend to fund the objectives and actions identified in the Plan.

The financing of the Risk Management Strategic Plan is included within the Management Plan as recurrent expenditure. Individual capital items will be identified separately in the Management Plan.

5. REVIEW

This strategy will be reviewed annually.

6. LINKS TO THIS STRATEGY

The objectives and actions of this strategy will be incorporated into the Council Management Plan. This strategy must always be considered in conjunction with Wentworth Shire Council's policies, procedures and statutory and legislative requirements.

Other important documents are:

- Management Plan
- Training Plan
- Policy Manual
- Department of Local Government Checklist
- Local Government Act 1993
- StateCover Audit
- Statewide Audit