

Strategic risk summary

Risk Scenario	Risk Rating	Controls Summary
<p>SRLA functions to program manage, track and assure delivery and achieve value for money may be ineffective, resulting in detrimental impacts to cost, time, quality and/or benefits.</p>	<p>Medium</p>	<p>Benefits management Budget setting, management and monitoring processes Data and information sharing governance arrangements Corporate Plan Develop and maintain service arrangements with specialist cost estimating, planning and project control providers Regular program reporting covering all packages and divisions Independent peer reviews of project schedules and cost estimates at stage gates Interface management processes Organisational policies, reviewed annually and approved by the Board, to guide SRLA's operating environment Performance requirements in delivery partner contracts Project scope changes are reviewed and approved through relevant governance forums Quality management plans Regular meetings of interagency SRL coordination groups. Routine reporting and consultation with DTP, DTF and DPC Schedule milestone reporting to Board, CEO, Minister and Cabinet to facilitate informed decision-making across all levels of project governance SRL East Packaging and Procurement Strategy SRL East Structure Planning delivery plan Risk Management Framework</p>
<p>May not achieve broad and meaningful buy-in and support from stakeholders and community for SRLA's transport infrastructure and precinct visions.</p>	<p>Medium</p>	<p>Ongoing community and stakeholder engagement program including surveys, information sessions and events to support project development and decision making Business support liaison resources in accordance with the Minister's assessment of the SRL East EES Continually updated and consistent project key messages to reflect project progress and activities Culturally and Linguistically Diverse strategy (including for digital platforms) to communicate with communities impacted by and benefiting from our project in a manner most accessible to them Enquiries and complaints reporting pathways and management processes Tours for key media and strategic stakeholders to raise awareness of project progress as well as SRLA's scale and complexity Organisational media management protocols and program media training for media contributors within SRLA Provision of protocols for relationship leads and relationship management for each stakeholder to ensure consistency of communications to third parties SRL East business and community disruption mitigations</p>
<p>SRLA may be ineffective in managing system integration across multiple, concurrent work packages.</p>	<p>High</p>	<p>Clearly articulated and defined interface requirements Incentive regimes and other contractual mechanisms (such as handover and access dates, cross-package defects management and warranties) to encourage relationship management between work packages. Integrated scheduling across packages Interface and integration roles and resources are in place to maximise contractor performance Lessons learned on similar projects Program management governance structures Project Controls System integration requirements integrated in Line wide package</p>
<p>A major cyber or information protection event may occur that could result in theft, damage, disruption, and/ or disclosure/ misuse of information.</p>	<p>Medium</p>	<p>Threat monitoring, detecting and penetration testing Compliance with record management requirements Crisis management processes Cyber incident response procedures Cyber requirements are embedded as part of the procurement process for goods and services. Maintain procedures and systems for sharing confidential information as part of construction work packages procurement process Appropriate cyber and information security requirements on contract partners Regular cyber security assurance processes Security awareness & training</p>

		<p>Business continuity procedures</p> <p>Third party security risk management, assessment & ownership</p>
SRLA may not build and sustain the organisational capacity and capability necessary to deliver the SRL program in a dynamic environment.	Medium	<p>Continuous review of recruitment process to optimise processes</p> <p>Internal communication channels</p> <p>Leadership and development opportunities are provided to support staff development</p> <p>Leadership development for people leaders</p> <p>Ongoing measurement of employee engagement</p> <p>Clear organisational design and job design to enable project delivery</p> <p>Processes in place to set clear performance goals, understand career aspirations and identify development goals/objectives</p> <p>Business partner model provides an interface between P&C and business areas to drive strategic people initiatives and business performance</p> <p>Provision of early career pathways that support long-term workforce requirements (e.g. Graduates and internships)</p> <p>Connecting with employees, sharing organisational priorities, employee recognition and visible leadership</p> <p>SRLA commitment to culture is set from the top</p> <p>Talent identification and retention planning</p>
SRLA, or SRLA contractor personnel may be harmed while working for SRLA (injury, illness, fatality and detrimental wellbeing impacts).	High	<p>Active and informed SRLA client approach</p> <p>Detailed roles and responsibilities matrix for each critical HS / Rail Safety activity</p> <p>Engineering management system</p> <p>Health and Safety contractor engagement strategy</p> <p>Health and Safety lessons learned are incorporated into future planning</p> <p>HS / Rail Safety commercial requirements embedded in all contracts</p> <p>HSW / Rail Safety capability development programs.</p> <p>HSW / Rail Safety due-diligence obligations training program embedded for senior leaders</p> <p>Independent health and safety audit programme to review contractor compliance.</p> <p>Leadership development for people leaders</p> <p>Rail Infrastructure Manager (RIM) Accreditation</p> <p>Regular meetings held with CPSU to proactively discuss workplace issues</p> <p>Employee Wellbeing programs and initiatives.</p>
Improper, unethical, or corrupt conduct may occur resulting in material integrity breach.	Medium	<p>Financial delegates undergo financial management training</p> <p>Induction and periodic integrity training</p> <p>Appropriate separation of duties in processing and approval of expenditure/ claims is embedded in the Unifier/ Oracle accounts payable workflow</p> <p>Completion of annual Standing Directions Attestation Process</p> <p>Compliance management processes</p> <p>Conflict of Interest declaration and management processes</p> <p>Fraud and corruption controls</p> <p>Internal Audit function carries out assurance and testing of internal controls</p> <p>Internal communication channels</p> <p>Pre-employment screening for all new employees</p> <p>Probity advisor and auditor involvement, where required by the procurement policy or a probity concern arises</p> <p>Probity briefings conducted in accordance with procurement procedure, probity plan (where relevant) and organisational policy</p> <p>Probity plans implemented when required</p>
SRLA may not adequately plan for and deliver sustainable, green, and resilient precincts and infrastructure.	Medium	<p>Annual sustainability reporting</p> <p>Implement Environment Effects Statement approval conditions regarding sustainability objectives and targets</p> <p>Regular horizon scan of sustainability initiatives and synergy opportunities within Government (State and Local)</p> <p>Sustainability requirements embedded into works package scope</p> <p>Sustainability Team to provide strategic and delivery advice on sustainability and innovation across the Precincts and Rail & Infrastructure programs</p>
SRLA and its Main Works package delivery partners are unable to effectively meet delivery objectives and requirements operating under collaborative arrangements.	High	<p>Clearly articulated and defined interface requirements</p> <p>Escalation and dispute resolution mechanisms included in all SRL East contracts</p> <p>Incentive regimes and other contractual mechanisms (such as handover and access dates, cross-package defects management and warranties) to encourage relationship management between work packages.</p> <p>Integrated scheduling between packages</p>

		<p>Interface and Integration roles and resources are in place to maximise contractor performance</p> <p>Interface Managers in place for all Work Packages on behalf of both lead and match contractors</p> <p>Program management governance structures</p> <p>Project Controls</p> <p>Promote collaborative working to avoid silos within the different functional and package groups</p> <p>Multi-disciplinary 'one team' approach working collaboratively</p> <p>System integration requirements integrated in line-wide package</p>
<p>SRLA may not be able to effectively leverage data and digital systems for organizational objectives and project outcomes.</p>	<p>Medium</p>	<p>Common data environment tools</p> <p>Data and information governance forums</p> <p>Digital engineering management plans</p> <p>eDAR Platform</p> <p>Enterprise change management change control procedure</p> <p>Geographical Information Systems (GIS) and capability to support geospatial analysis</p> <p>Information asset register</p> <p>Information management plan</p> <p>Information security management framework</p>
<p>SRLA may not deliver the structure planning program in a way that impacts effective development and delivery of SRL Precinct outcomes.</p>	<p>Medium</p>	<p>Analysis of government policy and strategy (e.g. Plan for Victoria); and wider policy advice and assessment to identify opportunities and impacts in SRLA precincts</p> <p>Governance framework for planning scheme documentation reviews</p> <p>Integrated project schedule</p> <p>Management of public exhibitions and the hearing process</p> <p>Structure planning integrated schedule coordination</p> <p>SRL East structure planning delivery program</p>