

Project / Change management			Feb-22	
Risk Context				
Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time delays or scope changes. This includes: -Inadequate change management framework to manage and monitor change activities. -Inadequate understanding of the impact of project change on the business. -Failures in the transition of projects into standard operations. -Failure to implement new systems -Inadequate handover process <i>This does not include new plant & equipment purchases. Refer "Inadequate Asset Sustainability Practices"</i>				
Potential causes include:				
Lack of communication and consultation	Excessive growth (too many projects)			
Lack of investment	Inadequate monitoring and review			
Ineffective management of expectations (scope creep)	Project risks not managed effectively			
Inadequate project planning (resources/budget)	Lack of project methodology knowledge and reporting requirements			
Failures of project Vendors/Contractors	Geographic or transport difficulties sourcing equipment / materials			
External consultants underquoting on costs				
				Controls Assurance
Key Controls	Type	Date	Rating	Control Owner
Adhere to formal project management guidelines	Preventative	Ongoing	Adequate	CEO
Clear project ownership	Preventative	Ongoing	Adequate	CEO
Community engagement policy and framework	Preventative	Ongoing	Adequate	CEO
Post-project debriefs	Preventative	Ongoing	Adequate	CEO
Preferred list of contractors	Preventative		Not Rated	CEO
Risk assessments are conducted before, during and after handover	Preventative	Ongoing	Adequate	CEO
Stakeholder meetings and consultation	Preventative	Ongoing	Adequate	CEO
Photos are taken during projects and completed works	Recovery	Ongoing	Adequate	CEO
Overall Control Ratings:			Adequate	CEO
Actions	Due Date	Responsibility	Status of Actions	
Consequence Category	Risk Ratings	Rating	Risk Rating Changed since the	
Financial / Reputational / Health	Consequence:	Major (4)	Consequence:	
	Likelihood:	Possible (3)	Likelihood:	
	Overall Risk Ratings:	High	RISK rating trend since last review	
Indicators	Type	Benchmark	Result	
Budget overruns / blowouts	Lagging	not > than 10%		
Deviations from the project scope	Lagging	not more than 5%		
Failed objectives	Lagging	<		
Missed deadlines / milestones	Lagging	<	poor	
Comments				Comments