

Organisational Risk

Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Existing Controls	Action
Clients	External	Certified Systems	Risk	Medium	Loss of Business	Medium	Internal Audit Program, Surveillance Audits, Management Review	Monitor
Clients	External	Meet the updated requirements of Clauses 4.1 & 4.2 of the ISO Standards	Risk	Medium	Nil Impacts	Low	1 - Climate Change deemed not to be an issue for the operations of PWT. 2 - No interested parties have been identified with Climate Change as a requirement.	Satisfactory
Community	External	Good Corporate Citizens	Opportunity	Medium	1 - Improved Reputation 2 - Increased Business	Medium	1 - Effective Management Systems 2 - Certified Management Systems	Satisfactory
Directors Owners Shareholders	External	1 - Meet Contractual Requirements 2 - On Time Service	Risk	High	Financial Penalties	High	1 - Process Monitoring 2 - Service Records 3 - Internal audits and corrective action procedures	Monitor
Directors Owners Shareholders	Internal	Maintain Profitability	Risk	High	Business Growth & Sustainability	High	1 - Effective Management Processes 2 - Ongoing monitoring of financial reports	Monitor
Directors Owners Shareholders	External	Meet/Exceed Product Quality Requirements	Risk	High	Profitability	High	1 - Process Monitoring 2 - Service Records 3 - Internal audits and corrective action procedures	Monitor
Directors Owners Shareholders	External	Competitors	Risk	High	Changing landscape / loss of business	Medium	Ongoing review of market conditions.	Monitor
Directors Owners Shareholders	External	Competitors	Opportunity	Medium	Increase in business	High	Ongoing review of market conditions.	Monitor
Directors Owners Shareholders	External	Meet/Exceed Product Quality Requirements	Opportunity	High	Increase in business	High	Continual Improvement	Monitor
Directors Owners Shareholders	External	Satisfactory Supplier Performance	Risk	High	1 - Poor quality of service 2 - Missed deadlines 3 - Defects/warranty claims 4 - Loss of Reputation	High	1 - Effective Supplier Management 2 - Approved service providers 3 - Clear statement of requirements	Monitor

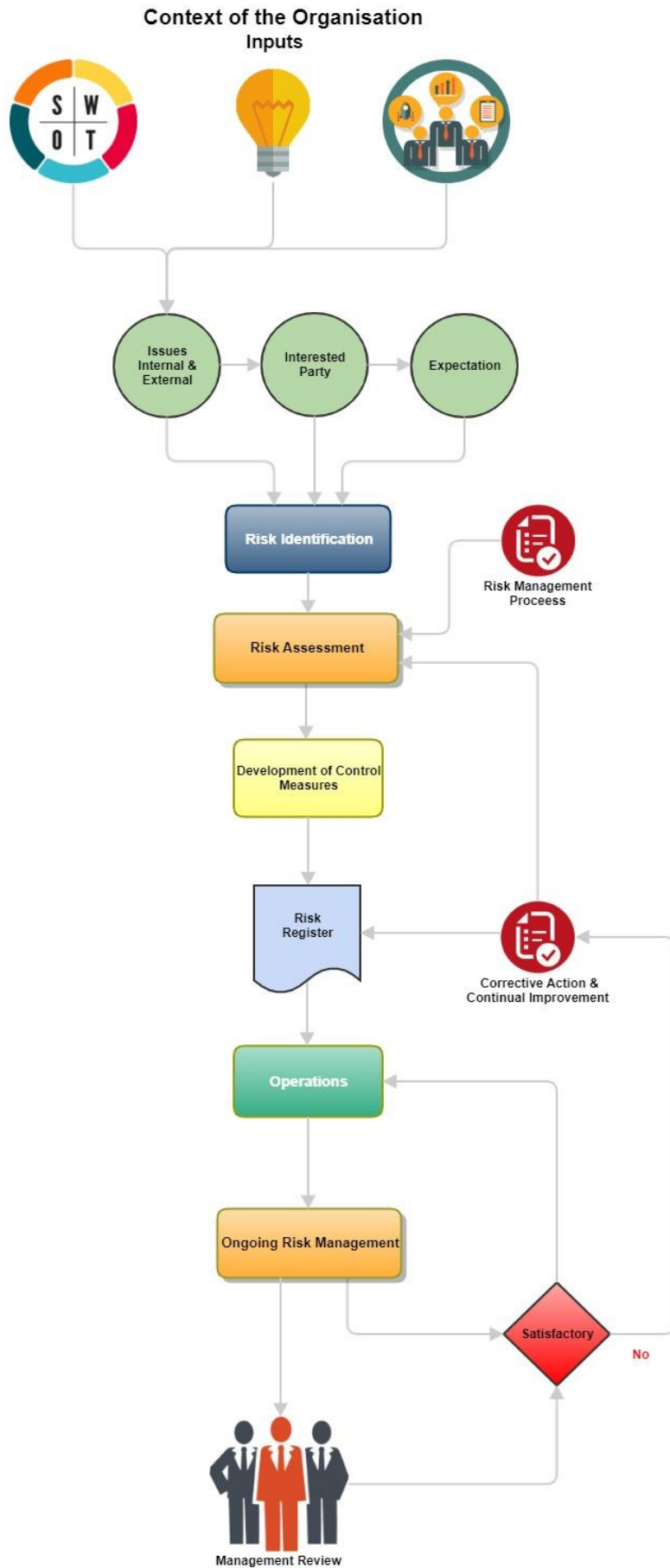
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Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Existing Controls	Action
Directors Owners Shareholders	Internal	Availability of Critical Skills	Risk	High	1 - Poor quality of service 2 - Missed deadlines 3 - Defects/warranty claims 4 - Loss of Key Staff 5 - Staff unable to complete tasks affecting quality and customer requirements	High	1 - Sound recruitment practices 2 - Identify training opportunities 3 - Identify key tasks, provide training and assess competency 4 - Adequate planning and allocation of tasks 5 - Relevant industry training 6 - Mandatory Licensing & Authorisations	Monitor
Directors Owners Shareholders	Internal	Safe Methods of Work	Risk	High	1 - Harm to staff through poor safety 2 - Injuries / lost time 3 - Financial penalties	High	1 - Effective WHS Management 2 - Compliance with legislation 3 - Monitor safety performance	Monitor
Directors Owners Shareholders	Internal	Effects of Technology	Risk	Medium	1 - Failure to keep up with technological changes 2 - Loss of business	Medium	1 - Capital investment 2 - Review & implement new technology	Satisfactory
Directors Owners Shareholders	Internal	Effects of Technology	Opportunity	Medium	Increase market share with new technology or products / services	Medium	1 - Capital investment 2 - Review & implement new technology	Satisfactory
Directors Owners Shareholders	External	Satisfied Customers	Opportunity	High	1 - Improved Reputation 2 - Increased Business	High	1 - Monitoring of Customer Satisfaction 2 - Effective Corrective Action Processes	Monitor
Directors Owners Shareholders	Internal	Resources	Risk	High	Loss of Business		1 - Multiple approved suppliers for critical materials. 2 - Ongoing purchases of plant as business grows. 3 - Efficient project implementation plan, methodology, and resource most productive workers and machine operators. 4 - Competent Staff.	
Directors Owners Shareholders	External	WHS Compliance	Risk	High	Financial Penalties	High	1 - Effective Hazard Management Processes 2 - WHS Policy 3 - Compliance Evaluation	Monitor

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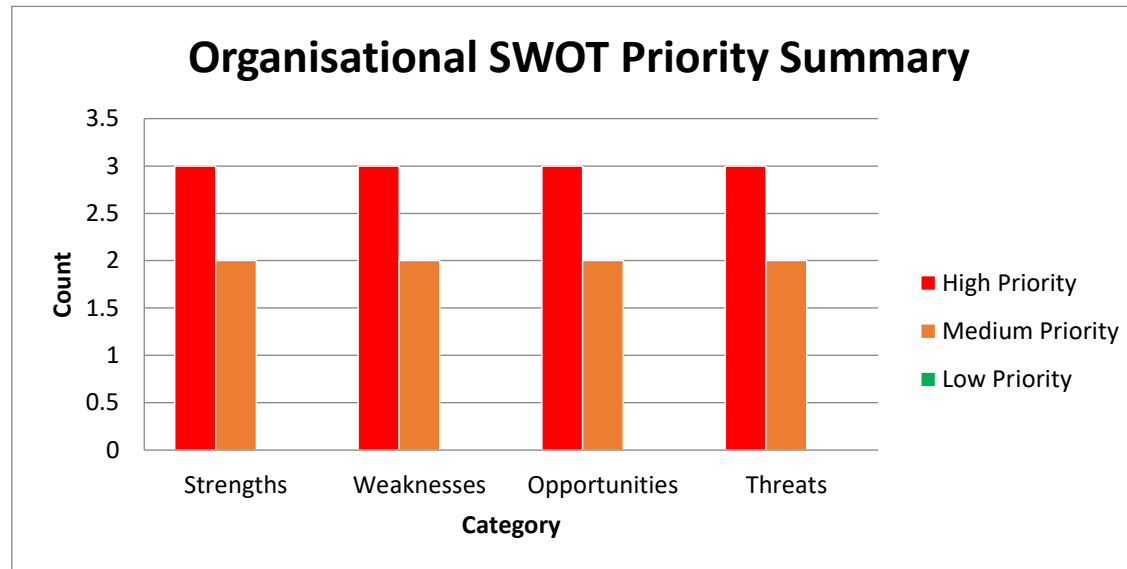
Interested Party	Source	Issues and Related Needs & Expectations	Risk Opportunity	Issue Rating	Impact on Business	Impact Rating	Existing Controls	Action
Management	Internal	Workforce and Culture	Opportunity	Medium	Critical Skills available when required.	Medium	1 - Low Staff Turnover 2 - Effective Training 3 - Effective Communication 4 - Documentation of Operating Processes 5 - Succession Planning 6 - Strategic Alliance Grant Transformers/Star Delta	Satisfactory
Regulators	External	Meet Statutory Requirements	Risk	Medium	Financial Penalties	Medium	Effective Identification of Requirements	Satisfactory
Regulators	External	Meet Statutory Requirements	Opportunity	Medium	Reduced Premiums	Medium	1 - Effective Identification of Requirements 2 - Effective Management Processes	Satisfactory
Regulators	External	Environmental Compliance	Risk	High	Financial Penalties	High	1 - Effective Environmental Processes 2 - Environmental Policy 3 - Compliance Evaluation	Monitor
Staff	Internal	Job Satisfaction	Risk	High	1 - Poor quality of service 2 - Missed deadlines 3 - Defects/warranty claims 4 - Loss of Key Staff 5 - Staff unable to complete tasks affecting quality and customer requirements	High	1 - Sound recruitment practices 2 - Identify training opportunities 3 - Identify key tasks, provide training and assess competency 4 - Adequate planning and allocation of tasks	Monitor
Staff	Internal	Safe Methods of Work	Risk	High	1 - Harm to staff through poor safety	High	1 - Effective WHS Management 2 - Effective Risk Management 3 - Adherence to documented work methods - SWMS 4 - Effective Training 5 - Evaluation of Compliance	Monitor
Staff	Internal	WHS Responsibility	Opportunity	Medium	Ability to recruit and maintain staff.	Medium	WHS Induction	Satisfactory

Context



SWOT Summary

Category	Total Items	High Priority	Medium Priority	Low Priority
Strengths	5	3	2	0
Weaknesses	5	3	2	0
Opportunities	5	3	2	0
Threats	5	3	2	0



SWOT Matrix

Organisational SWOT

Strengths	Strengths Priority	Climate Change Relevance (ISO 9001:2026)	Weaknesses	Weaknesses Priority	Climate Change Relevance (ISO 9001:2026)
Specialised technical capability – Proven expertise in CCTV inspection, condition assessment, relining, patch repairs, and non-destructive rehabilitation of sewer and stormwater assets	High	Indirect	High dependence on weather conditions – Wet weather events can significantly disrupt inspections, relining schedules, and asset access	High	Direct
Strong regulatory alignment – Operations aligned with Sydney Water, local council, and EPA requirements for wastewater and stormwater infrastructure	High	Direct	Capital-intensive equipment – CCTV units, jetting trucks, relining rigs, and vacuum systems require significant upfront and ongoing investment	High	Indirect
Non-invasive rehabilitation methods – Use of trenchless technologies minimises environmental disturbance, community disruption, and carbon-intensive excavation	High	Direct	Exposure to ageing infrastructure risks – Unpredictable failures in legacy assets increase safety, environmental, and delivery risks	High	Direct
Established local presence – Deep understanding of Sydney geology, coastal conditions, aging infrastructure profiles, and wet-weather constraints	Medium	Indirect	Skilled labour availability – Reliance on a limited pool of experienced technicians and supervisors	Medium	Indirect
Skilled and licensed workforce – Certified operators for confined space, wastewater environments, and high-risk construction activities	Medium	Indirect	Traffic and access constraints – Urban Sydney environments increase setup time, permit complexity, and operational inefficiencies	Medium	Indirect

SWOT Matrix

Opportunities	Opportunities Priority	Climate Change Relevance (ISO 9001:2026)	Threats	Threats Priority	Climate Change Relevance (ISO 9001:2026)
Increased infrastructure renewal funding – Ongoing government and council investment in sewer and stormwater upgrades across NSW	High	Indirect	Increased frequency of extreme weather – Flooding, storm surges, and heavy rainfall accelerating asset degradation and disrupting works	High	Direct
Climate resilience programs – Rising focus on flood mitigation, stormwater capacity upgrades, and asset resilience to extreme weather	High	Direct	Regulatory tightening – Stricter EPA discharge, spill, and environmental protection requirements increasing compliance burden	High	Direct
Growth in trenchless rehabilitation demand – Preference for low-disruption, low-carbon rehabilitation over full asset replacement	High	Direct	Competitive market pressure – Entry of large civil contractors into trenchless and asset rehabilitation services	High	Indirect
Advanced condition assessment technologies – Adoption of AI-assisted CCTV analysis, digital asset registers, and predictive maintenance	Medium	Indirect	Rising operating costs – Fuel, disposal fees, treatment costs, and specialist consumables increasing project costs	Medium	Indirect
Long-term maintenance contracts – Opportunity to secure repeat work through framework agreements with councils and utilities	Medium	Indirect	Community and stakeholder scrutiny – High public sensitivity to sewer overflows, odour events, and environmental impacts	Medium	Direct
Direct Climate Change Relavence			Indirect Climate Change Relavence		
Climate change has a clear, immediate impact (e.g. logistics disruption, extreme weather, infrastructure exposure)			Climate change influences the issue via secondary effects (e.g. supply resilience, regulatory change, cost volatility)		