

Risk Ref No	Strategic Objective	Risk Identification & Analysis					Risk Assessment					Acceptability (refer Risk Appetite)	Risk Owner	Risk mitigation strategies (to further lower the risk rating if required)			
		Context	Risk Description	Causes	Consequences	Controls	Control Rating	Consequence Category	Risk Rating		Level of Risk			Action	Target Date	Status	Integrated Planning and Reporting Link
									Consequence Rating	Likelihood Rating							
13	People	Desirable place - Vibrant community in a rural setting	Failure to be a desirable destination to live	Insufficient / lack of local community services delivered by non-Shire agencies (e.g. Govt. / NFPs) to meet increasing/changing needs; Insufficient Shire facilities / amenities to meet community needs; Lack of services that meet the full range of community cohorts (e.g. young people through to seniors) Lack of opportunities for social connection in community Insufficient funding; Diminishing the rural character through development Inadequate telecommunication technology (internet, mobile) Inadequate transportation in and out of the shire (including public transport options and private transport options e.g. safe roads) Lack of comparative/competitive advantage Poor marketing / failure to establish desirable reputation	Community impact; Impact on performance (e.g. responding to priorities from residents)	Partially Controllable	Adequate	Social / Community Outcomes	MODERATE	UNLIKELY	MODERATE	No - Improvement required	Director Community Engagement	3. Byford Skate Park (Construction of Stage 2)	28/02/2024 tbc once clearing permit is obtained	In progress	Engineering Service Team Plan
									MINOR	UNLIKELY	LOW			Yes	4. Keirnan Park Recreation Precinct (Construction of Stage 1A)	31 December 2025	In progress
14	Progressive	Emergency Management	Failure to effectively respond and manage emergencies	Lack of planning / processes Unforeseen / difficult to plan for emergencies e.g. pandemics Lack of up to date emergency and recovery plans Some staff are inadequately trained/don't understand their role in emergency response and recovery Emergency Planning Committee (Shire Office) requires reinvigorating and strategic direction Lack of resources to respond to multiple emergencies at the same time (e.g. Bushfire and COVID)	Impact on organisation performance; Community Impact	Controllable	Adequate	Organisational Performance, Social / Community Outcomes	MODERATE	POSSIBLE	MODERATE	No - Improvement required	Director Community Engagement				
15	Progressive	Worker Work Health and Safety	Inadequate processes and systems in place for the management of workplace health and safety	Legislation amendments Lack of financial and human resources Organisational Culture focused on safety Inadequate oversight, reporting and evaluation mechanisms Outdated documentation (e.g. policies, procedures, forms) Not fit for purpose Safety Information System Not fit for purpose infrastructure and equipment Supporting processes (e.g. procurement, contracting) not considering WHS factors	Increased Employee Injury, Financial (e.g. Insurance Premiums, Prosecutions), Reputational Damage (e.g. as a Shire to work for), Organisational Performance (e.g. industrial relations activity, loss of resources)	Controllable	Inadequate	Physical and Psychological Impact, Financial (Operational), Organisational Performance	MODERATE	LIKELY	SIGNIFICANT	No - Improvement required	CEO	5. Undertake works necessary to ensure compliance to revised WHS legislation adhering to ISO45001 standard.	24-December-2023 31 March 2024	In Progress	People, Development and Wellbeing Service Team Plan
16	Progressive	Capital Projects	Failure to deliver major capital projects at quality and within budget	Current market place driven primarily from COVID-19; -Shortage of materials/- supply chain disruptions resulting in cost increases -Shortage of contractors, consultants and suppliers. Current market conditions: - Inflation resulting in cost increases - Supply-side constraints elevating prices for raw materials. - Lack of contractor, consultant and supplier capacity to deliver works resulting in cost increases - Lack of bidders to procurement opportunities causing processes to be prolonged and redone - Lack of skilled and experienced project managers in the market place to manage projects Lack of / inadequate project management processes, such as: - Planning and scoping - Defined roles and responsibilities, including governance arrangements - Defined change management thresholds. - Project monitoring and reporting - Risk Management - Stakeholder Management Unrealistic timelines from funders Capacity of the organisation to take on change	Impact on organisation performance (e.g. non delivery or delayed delivery of projects) Financial (e.g. exceeding budget, loss of grant funds from late or non-delivery, inability to recover budgeted overheads), Impacts on Shire staff (e.g. additional workloads/stress), Reputation (e.g. not delivering on time, compromising public/road user safety from non-delivery of blackspot improvements)	Partially Controllable	Adequate	Psychological Impact, Financial (Operational), Organisational Performance, Reputation, Strategic Stakeholder Relationships	MODERATE	ALMOST CERTAIN	HIGH	No improvement required	Director Corporate Services	2. Explore opportunities to deliver major projects in partnership (e.g. with other local governments)	30-June-2024	In Progress	Corporate Business Plan
17	Progressive	ICT Internal Control	Inadequate policies, procedures and activities to ensure the confidentiality, integrity and availability of the Shire's ICT systems and data	Lack of established guiding principles for all IT and software decisions Lack of standard Change Management Process for all core system and process changes Lack of integration within business units to develop better system functional knowledge Insufficient funding / budgetary constraints Lack of staff with specialised skills (contract management, service management) Rapid industry evolution of best practices Increasing levels of service and expectation	Impact on organisational performance and efficiency (e.g. Security risk, organisational inefficiencies, evolution to digital practices), Financial sustainability, Reputational (e.g. impacts on customer service delivery, data integrity, digital expectations)	Controllable	Adequate	Organisational Performance, Reputation, Financial	MODERATE	POSSIBLE	MODERATE	No - Improvement required	Director Corporate Services	1. Implement the management actions from the ICT General Controls Audit Report 2023 (ARG016/08/23).	30-September-2024	In Progress	Strategic Risk Register
														2. Review of ICT department resources to implement findings of the ICT General Controls Audit Report 2023 (ARG016/08/23).	30-April-2024	In Progress	Strategic Risk Register