

Risk ID No	Department	Date	Function /Activity	Critical BCP Process	Risk	Risk Category	Risk Event: What might happen	Source of Risk: How might the risk arise	Likelihood: Inherent	Consequences: Inherent	Inherent Level of Risk	Risk Treatment decision	Risk Treatment: What can be done to avoid the risk, control, transfer or finance the risk?	Contingency Plans	Resources Required: What Physical, human or financial resources required	Likelihood: Residual	Consequences: Residual	Residual Level of risk	Performance measure	Timeline	Responsibility: Position	Review date	Review Method
1	Corporate and C	20/05/2019	General_operati	No	Failure to adequately resource the organisation	Service_delivery	Ability to service the community	Inadequate systems	Unlikely (2)	Minor (2)	Low (4)	Control the risk	Maintain effective internal and external audit functions.		No additional resources required.	Unlikely (2)	Minor (2)	Low (4)	Identified by internal	Annual	Corporate Services Manager	1/07/2020	Deputy CEO to report to Council
2	Corporate and C	20/05/2019	General_operati	Yes	IT incident	Service_delivery	Ability to service the community	Complete IT Hardware Failure	Possible (3)	Major (4)	High (12)	Control the risk	<ul style="list-style-type: none"> Ensure a regular maintenance and replacement program for server. Review arrangements to ensure suppliers will provide 2 hour critical response times. Regular backups of IT system, daily, monthly and end of year, with offsite storage of backups. Regular testing of backups. Investigate alternative offsite recovery options. Ensure that copies of all program license numbers and email passwords are stored offsite. Maintain a secure system that minimises risk from hacking or other attack. Maintain appropriate insurance coverage for IT infrastructure. 	<ul style="list-style-type: none"> Initiate Incident Response Plan. Assess scope of damage and engage preferred suppliers to source hardware replacement/repair and determine the outage time. Engage offsite recovery option if applicable. Inform the community (if they will be impacted). Initiate manual or recovery processes for key functions: <ul style="list-style-type: none"> Payroll Receipting Creditor payments Email management Re-establish and bring all information up to date. 	Off site back up storage Agreement with third party to use their hardware.	Possible (3)	Minor (2)	Moderate (6)	Item back up and main	Monthly	IT Officer	1/07/2020	Report to Deputy CEO
3	Corporate and C	20/05/2019	General_operati	Yes	Water damage	Service_delivery	Ability to service the community	Flood/inundation	Unlikely (2)	Minor (2)	Low (4)	Control the risk	<ul style="list-style-type: none"> Ensure buildings have regular inspection and maintenance. 	<ul style="list-style-type: none"> Initiate Incident Response Plan. Secure equipment, furniture etc Where outage is greater than 2 hours: <ul style="list-style-type: none"> Implement diversion to mobile phones. Begin planning for relocation of staff to another facility if event timeframe is expected to be long term. Relocate critical equipment to alternate site to ensure basic operation of services. Notify community. Undertake assessment of damage, obtain quotes and engage suppliers. Where relocation takes place and/or critical IT outage occurs refer to IT failure contingencies and recovery response plan. 	Regular building inspection and maintenance.	Rare (1)	Minor (2)	Low (2)	Frequency of inspection	Annual	Facilities Mctc Coordinator	1/07/2020	Report to Deputy CEO
4	Executive	20/05/2019	Governance	No	Revenue levels fall significantly	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Failure to secure grants	Possible (3)	Major (4)	High (12)	Control the risk	Maintain grant monitoring and application resource capability. Liaise with funding bodies to ensure ongoing compliance with guidelines.		Internal and external grant management staff.	Possible (3)	Minor (2)	Moderate (6)	Unsuccessful grant ap	Annual	Finance Officer	1/07/2020	Grants officer report
5	Executive	20/05/2019	Governance	No	Revenue levels fall significantly	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Inaccurate data and acquittal information provided to grant / funding providers	Possible (3)	Moderate (3)	High (9)	Control the risk	Ensure proper management of grants and aquittals and ensure all requirements are met.		Internal and external financial management staff.	Rare (1)	Major (4)	Moderate (4)	Grant management nonc	Annual	Finance Officer	1/07/2020	Finance officer report
6	Executive	20/05/2019	Governance	No	Poor financial management	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Budget overruns	Possible (3)	Major (4)	High (12)	Control the risk	Maintain proper budget development and oversight and ensure there is proactive management of expenditure.		Internal and external financial management staff.	Unlikely (2)	Moderate (3)	Moderate (3)	Excesses of expenditure ex	Monthly	Finance Officer	1/07/2020	Finance officer report to Council
7	Executive	20/05/2019	Governance	No	Poor financial management	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Lack of or incorrect information leading to poor financial decisions.	Possible (3)	Major (4)	High (12)	Control the risk	Maintain proper financial management and reporting systems and practices.		Internal and external financial management staff.	Unlikely (2)	Moderate (3)	Moderate (3)	Identified by internal	Annual	Finance Officer	1/07/2020	Corporate Services Manager report to Council
8	Executive	20/05/2019	Governance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Theft and malicious hacking	Likely (4)	Minor (2)	Moderate (8)	Control the risk	<ul style="list-style-type: none"> Ensure adequate security system and regular checking and maintenance of security systems (IT and building access). Ensure procedures and practices are in place to limit public access to mobile and critical assets. Ensure inability to externally access council data or information systems. Emergency Procedures in place and staff adequately trained Maintain proper practices to track all equipment. Implement and maintain hardware and software firewalls and other security to eliminate external access to IT and data systems. 	<ul style="list-style-type: none"> Contact police. Source replacement items immediately from a preferred supplier. Engage preferred supplier for replacement of equipment and restoration of IT data/software systems etc. Where critical IT outage occurs refer to IT failure contingencies above. Implement counselling or disciplinary action for staff after investigation is completed (if required). 	Cost to maintain internal and external audit functions.	Unlikely (2)	Minor (2)	Low (4)	Number of instances of hacking	Annual	CEO	1/07/2020	Annual report data and report from IT officer
9	Executive	20/05/2019	Governance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Fraud - Procurement. Eg. unauthorised use of credit card, receiving kickbacks, paying for goods not received	Likely (4)	Minor (2)	Moderate (8)	Control the risk	<ul style="list-style-type: none"> Ensure control policies and procedures are adequate and reviewed annually. Adequate segregation of duties and separate approval processes for at risk activities. Staff are adequately trained. Council regularly tests internal controls. 	<ul style="list-style-type: none"> Contact police. Identify nature of fraud and its impact on operations. Implement counselling or disciplinary action for staff after investigation is completed (if required). 	No additional resources required.	Possible (3)	Insignificant (1)	Low (3)	Number of instances of fr	Annual	CEO	1/07/2020	Annual report data

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10	Executive	20/05/2019	Governance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Fraud - Travel and allowances fraud	Possible (3)	Insignificant (1)	Low (3)	Control the risk	<ul style="list-style-type: none"> Ensure control policies and procedures are adequate and reviewed annually. Adequate segregation of duties and separate approval processes for at risk activities. Staff are adequately trained. Council regularly tests internal controls. 	<ul style="list-style-type: none"> Contact police. Identify nature of fraud and its impact on operations. Implement counselling or disciplinary action for staff after investigation is completed (if required). 	No additional resources required.	Unlikely (2)	Minor (2)	Low (4)	Number of instances of fraud	Annual	CEO	1/07/2020	Annual report data
11	Executive	20/05/2019	Governance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Fraud - Payroll & Salary. Eg creating ghost employees, false overtime claims	Possible (3)	Insignificant (1)	Low (3)	Control the risk	<ul style="list-style-type: none"> Ensure control policies and procedures are adequate and reviewed annually. Adequate segregation of duties and separate approval processes for at risk activities. Staff are adequately trained. Council regularly tests internal controls. 	<ul style="list-style-type: none"> Contact police. Identify nature of fraud and its impact on operations. Implement counselling or disciplinary action for staff after investigation is completed (if required). 	No additional resources required.	Unlikely (2)	Insignificant (1)	Low (2)	Number of instances of fraud	Annual	CEO	1/07/2020	Annual report data
12	Executive	20/05/2019	Governance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Fraud - Employment. Eg falsing academic records	Possible (3)	Insignificant (1)	Low (3)	Control the risk	<ul style="list-style-type: none"> Ensure control policies and procedures are adequate and reviewed annually. Adequate segregation of duties and separate approval processes for at risk activities. Staff are adequately trained. Council regularly tests internal controls. 	<ul style="list-style-type: none"> Contact police. Identify nature of fraud and its impact on operations. Implement counselling or disciplinary action for staff after investigation is completed (if required). 	No additional resources required.	Unlikely (2)	Insignificant (1)	Low (2)	Number of instances of fraud	Annual	CEO	1/07/2020	Annual report data
13	Whole of Organi	20/05/2019	Finance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Fraud, corruption, cyber breach - Exploiting Council systems to elicit funds	Likely (4)	Moderate (3)	High (12)	Control the risk	<ul style="list-style-type: none"> Establish Fraud and Corruption Control Plan, and staff training Internal audit process in place Adequate segregation of duties and strict processes in place for at risk activities. Staff awareness and culture to identify threats 	<ul style="list-style-type: none"> Contact Federal Police. Identify nature of fraud and its impact on operations. Commence recovery action through banking institution and contact third parties impacted. 	No additional resources required.	Likely (4)	Minor (2)	Moderate (8)	Number of instances of fraud	Annual	CEO	1/07/2020	Annual report data
14	Executive	20/05/2019	Governance	Yes	Criminal Activity	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Fraud - Assets, eg. stealing assets, unauthorised use, disposing of assets for personal gain	Possible (3)	Insignificant (1)	Low (3)	Control the risk	<ul style="list-style-type: none"> Ensure control policies and procedures are adequate and reviewed annually. Adequate segregation of duties and separate approval processes for at risk activities. Staff are adequately trained. Council regularly tests internal controls. 	<ul style="list-style-type: none"> Contact police. Identify nature of fraud and its impact on operations. Implement counselling or disciplinary action for staff after investigation is completed (if required). 	No additional resources required.	Unlikely (2)	Minor (2)	Low (4)	Number of instances of fraud	Annual	CEO	1/07/2020	Annual report data
15	Executive	20/05/2019	Governance	No	Inappropriate or ineffective decision making by staff or Councillors	Management_c	Senior management effort directed away from achieving strategic objectives and impacting on overall performance.	Councillors or staff members inadequately trained or informed.	Unlikely (2)	Minor (2)	Low (4)	Control the risk	Develop and maintain a staff and Councillor training and development program.		Training and development budget allocation.	Rare (1)	Minor (2)	Low (2)	Training program success	Annual	Deputy CEO	1/07/2020	Corporate Services Manager report to Council
16	Executive	20/05/2019	Governance	No	Inappropriate or ineffective decision making by staff or Councillors	Management_c	Senior management effort directed away from achieving strategic objectives and impacting on overall performance.	Reactive decisions due to community pressure.	Possible (3)	Major (4)	High (12)	Control the risk	Maintain effective Council decision making practices which is supported by quality reporting by officers.		No additional resources required.	Unlikely (2)	Major (4)	Moderate (8)	Without prior research and	Monthly	CEO	1/07/2020	CEO EA report
17	Executive	20/05/2019	Governance	No	Death or injury from major community incident	Safety	Injuries	Failure to maintain an effective disaster management program.	Unlikely (2)	Catastrophic (5)	High (10)	Control the risk	Maintain and implement disaster management plan and activities.		No additional resources required.	Rare (1)	Catastrophic (5)	High (5)	disaster management p	Annual	CEO	1/07/2020	Report to LDC
18	Executive	20/05/2019	Tourism	No	Death or injury from major tourism event	Safety	Injuries	Failure to monitor shire assets in safe condition during major events	Possible (3)	Minor (2)	Moderate (6)	Control the risk	<ul style="list-style-type: none"> Regular monitoring of roads and infrastructure during major events Inspections/road runs before, during and after major events Immediately respond to complaints Liaise closely with event organisers 		No additional resources required.	Possible (3)	Minor (2)	Moderate (6)	Life outcomes from events	Annual	Tourism & Events Manager	1/07/2020	Report to CEO
19	Executive	20/05/2019	General_operati	No	Loss of reputation	Reputation	Negative media exposure	Bad publicity in the media	Unlikely (2)	Minor (2)	Low (4)	Retain the risk	Maintain positive and open relations with local media.		No additional resources required.	Unlikely (2)	Minor (2)	Low (4)	Council Community e	Annual	CEO	1/07/2020	Deputy CEO to report to Council
20	Executive	20/05/2019	General_operati	No	Negative Public perceptions	Reputation	Community perception	Misinformation circulated in the Community impacts on Council credibility.	Almost Certain (5)	Moderate (3)	High (15)	Control the risk	Ensure Council communication with the Community is effective.		Resources and staff to manage Community engagement activities.	Possible (3)	Moderate (3)	High (9)	Council Community e	Annual	CEO	1/07/2020	Deputy CEO to report to Council
21	Executive	20/05/2019	General_operati	No	Injury from major workplace incident	Safety	Injuries	Failure to maintain an effective WH&S management program.	Possible (3)	Major (4)	High (12)	Control the risk	Retain WH&S Advisor and maintain high level of compliance with WH&S plan.		Staff and resources to maintain effective work place safety.	Unlikely (2)	Major (4)	Moderate (8)	It compliance rating at	Annual	CEO	1/07/2020	LGW audit report

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22	Executive	20/05/2019	General_operati	No	Death from major workplace incident	Safety	Fatalities	Failure to maintain an effective WH&S management program.	Possible (3)	Catastrophic (5)	High (15)	Control the risk	Retain WH&S Advisor and maintain high level of compliance with WH&S plan.		Staff and resources to maintain effective work place safety.	Unlikely (2)	Catastrophic (5)	High (10)	it compliance rating at	Annual	CEO	1/07/2020	LGW audit report
23	Executive	20/05/2019	General_operati	No	Failure to adequately resource the organisation	Service_delivery	Ability to service the community	High staff turnover	Likely (4)	Minor (2)	Moderate (8)	Control the risk	Provide positive work environment and quality staff housing options.		Continued commitment to employee incentive programs.	Likely (4)	Minor (2)	Moderate (8)	Staff turnover rates	Annual	Deputy CEO	1/07/2020	Deputy CEO to report to Council
24	Executive	20/05/2019	Governance	Yes	Failure to maintain business continuity in emergency situations.	Service_delivery	Ability to service the community	Failure to maintain an effective business continuity plan.	Likely (4)	Catastrophic (5)	Extreme (20)	Control the risk	Establish and maintain an effective business continuity plan.		External support to facilitate plan development. Annual plan review.	Possible (3)	Minor (2)	Moderate (6)	frequency of plan review	Annual	Deputy CEO	1/07/2020	Management review and report to Council
25	Infrastructure Se	20/05/2019	Road works	No	Revenue levels fall significantly	Financial_sustai	Maintaining adequate funding to deliver Council corporate objectives and future growth	Insufficient revenue from the plant operations	Possible (3)	Major (4)	High (12)	Control the risk	Create a staged plan to reduce staff hours, staff positions and the reduction of plant.		No additional resources required.	Possible (3)	Minor (2)	Moderate (6)	Plant hire profitability	Monthly	Infrastructure Manager	1/07/2020	Plant profitability report
26	Infrastructure Se	20/05/2019	Town_services	Yes	Airports unusable	Safety	Fatalities	Airstrips become unserviceable	Rare (1)	Major (4)	Moderate (4)	Control the risk	Maintain airport management plans.		Airport management plan review	Rare (1)	Major (4)	Moderate (4)	uses of airport unservice	Monthly	Infrastructure Manager	1/07/2020	Infrastructure Manager report to Council.
27	Infrastructure Se	20/05/2019	Water_supply	Yes	Water supply failure	Service_delivery	Ability to service the community	Failure of bore water supply.	Likely (4)	Catastrophic (5)	Extreme (20)	Control the risk	Establish and maintain an effective water supply asset management plan.	As per asset management plan.	Asset management plan review	Unlikely (2)	Catastrophic (5)	High (10)	frequency of plan review	Annual	Infrastructure Manager	1/07/2020	Management review and report to Council
28	Infrastructure Se	20/05/2019	Sewerage	Yes	CED scheme failure	Service_delivery	Ability to service the community	System failure due to breakdown damage etc.	Possible (3)	Moderate (3)	High (9)	Control the risk	Establish and maintain an effective sewer asset management plan.	As per asset management plan.	Asset management plan review	Unlikely (2)	Minor (2)	Low (4)	frequency of plan review	Annual	Infrastructure Manager	1/07/2020	Management review and report to Council
29	Whole of Organi	20/05/2019	General_operati	No	Non compliance with legislation	Regulatory	Breaches of legislation	Lack of knowledge of legislation.	Possible (3)	Moderate (3)	High (9)	Control the risk	Develop and maintain a staff and Councilor training and development program.		Training and development budget allocation.	Unlikely (2)	Moderate (3)	Moderate (3)	instances of legislative	Annual	Infrastructure Manager	1/07/2020	Annual report data
30	Whole of Organi	20/05/2019	General_operati	No	Loss of reputation	Reputation	Community perception	Failure to deliver on perceived promises	Unlikely (2)	Minor (2)	Low (4)	Retain the risk	Ensure Council communication with the Community is effective.		Resources and staff to manage Community engagement activities.	Unlikely (2)	Minor (2)	Low (4)	Community e	Annual	CEO	1/07/2020	Deputy CEO to report to Council
31	Whole of Organi	20/05/2019	General_operati	No	Motor vehicle accident	Safety	Fatalities	Failure to drive to the road conditions	Rare (1)	Catastrophic (5)	High (5)	Control the risk	Provide driver training to new staff		Driver training program development and implementation	Rare (1)	Catastrophic (5)	High (5)	number of fatal road accid	Annual	CEO	1/07/2020	WH&S report
32	Whole of Organi	20/05/2019	General_operati	No	Motor vehicle accident	Safety	Injuries	Failure to drive to the road conditions	Possible (3)	Major (4)	High (12)	Control the risk	Provide driver training to new staff		Driver training program development and implementation	Unlikely (2)	Major (4)	Moderate (8)	of injuries due to road	Annual	CEO	1/07/2020	WH&S report
33	Whole of Organi	20/05/2019	General_operati	Yes	Building incident	Service_delivery	Ability to service the community	Partial loss of building due to fire, earthquake or vehicle collision	Unlikely (2)	Major (4)	Moderate (8)	Control the risk	<ul style="list-style-type: none"> Ensure regular maintenance of portable fire fighting equipment. Ensure training of staff in the use of fire fighting equipment. Ensure emergency evacuation procedures in place and reviewed regularly. Ensure regular testing and tagging of all electrical equipment. Ensure adequate and audible alarms and smoke detectors. 	<ul style="list-style-type: none"> Initiate Incident Response Plan. Secure equipment, furniture etc. Undertake assessment of damage, obtain quotes and engage suppliers. Where damage to critical IT infrastructure occurs refer to IT failure contingencies and response plan. Where damage to critical machinery occurs obtain temporary replacement from hire firm. Inform Local Government Mutual and make claim. Undertake assessment of damage, obtain quotes and engage suppliers. 	Continued building maintenance program.	Unlikely (2)	Major (4)	Moderate (8)	ncy of inspections and	Annual	WH&S Advisor	1/07/2020	Report to WH&S Committee
34	Whole of Organi	20/05/2019	General_operati	Yes	Building incident	Service_delivery	Ability to service the community	Total loss of building due to fire or earthquake	Rare (1)	Catastrophic (5)	High (5)		<ul style="list-style-type: none"> Ensure regular maintenance of portable fire fighting equipment. Ensure training of staff in the use of fire fighting equipment. Ensure emergency evacuation procedures in place and reviewed regularly. Ensure regular testing and tagging of all electrical equipment. Ensure adequate and audible alarms and smoke detectors. Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures. 	<ul style="list-style-type: none"> Initiate Incident Response Plan. Salvage equipment, furniture etc. Implement diversion to mobile phones. Relocate staff to another facility – refer to IT failure contingencies for IT related incident. Where possible relocate critical equipment to alternate site to ensure basic operation of services. Source replacement items immediately from a preferred supplier. Engage preferred supplier for replacement of equipment and restoration of IT data/software systems etc. Notify community of alternate site via local radio and notices on community notice boards. Inform Local Government Mutual and make claim. Undertake assessment of damage, obtain quotes and engage suppliers. 	Continued building maintenance program.	Rare (1)	Catastrophic (5)	High (5)	ncy of inspections and	Annual	WH&S Advisor	1/07/2020	Report to WH&S Committee
35	Whole of Organi	20/05/2019	General_operati	Yes	IT Incident	Service_delivery	Ability to service the community	IT Software failure	Possible (3)	Minor (2)	Moderate (6)	Control the risk	<ul style="list-style-type: none"> Ensure a regular maintenance and replacement program for server. Regular backups of IT system, daily, monthly and end of year, with offsite storage of backups. Regular testing of backups. Ensure that copies of all program license numbers and email passwords are stored offsite. Maintain a secure system that minimises risk from hacking or other attack. 	<ul style="list-style-type: none"> Assess scope of damage and engage preferred suppliers to source software replacement/repair and determine the outage time. Instigate manual or recovery processes for key functions if required: o Payroll o Receipting o Creditor payments o Email management Re-establish and bring all information up to date. 	Off site back up storage. Agreement with third party to use their hardware.	Possible (3)	Minor (2)	Moderate (6)	item back up and main	Monthly	IT Officer	1/07/2020	Report to Deputy CEO

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36	Whole of Organi	20/05/2019	General_operati	Yes	Telecommunica tion outage	Service_delivery	Ability to service the community	Telecommunica tions Failure	Likely (4)	Minor (2)	Moderate (8)	Control the risk	<ul style="list-style-type: none"> Review contractual arrangements with suppliers to ensure 24 hour response time to critical failures 	<ul style="list-style-type: none"> Maintain adequate mobile communications. Set up phone diversion to mobiles through supplier. If outage is greater than 24 hours notify community. 	No additional resources required.	Likely (4)	Insignificant (1)	Moderate (4)	Communication outages of	Annual	IT Officer	1/07/2020	Report to Deputy CEO
37	Whole of Organi	20/05/2019	General_operati	Yes	Electrical outage	Service_delivery	Ability to service the community	Electrical Failure	Possible (3)	Minor (2)	Moderate (6)	Avoid the risk	<ul style="list-style-type: none"> Maintain in a ready state Council back up generators. Ensure backup of IT system 	<ul style="list-style-type: none"> Ensure enough UPS capacity to allow for critical transfer of communications to alternative sources. Start and run emergency generators. 	Maintenance of back up generators.	Possible (3)	Insignificant (1)	Low (3)	Power outages of ove	Annual	IT Officer	1/07/2020	Report to Deputy CEO
38	Whole of Organi	20/05/2019	General_operati	Yes	Terrorism	Safety	Injuries	Bomb Threat	Rare (1)	Insignificant (1)	Low (1)	Retain the risk	<ul style="list-style-type: none"> Ensure emergency evacuation procedures in place and reviewed regularly. 	<ul style="list-style-type: none"> Contact police. Where workplace closure is greater than 2 hours implement diversion to mobile phones. 	No additional resources required.	Rare (1)	Insignificant (1)	Low (1)	NA	Annual	Deputy CEO	1/07/2020	Report to Council
39	Whole of Organi	20/05/2019	General_operati	Yes	Key staff not available	Service_delivery	Ability to service the community	Illness/Injury	Rare (1)	Minor (2)	Low (2)	Control the risk	<ul style="list-style-type: none"> Provide facilities for and encourage sound hygiene practices. Maintain the Work Health & Safety Program. 	<ul style="list-style-type: none"> Where there are staff off work for other purposes, contact those staff to determine availability to work. Source temporary staff from labour hire agencies. Seek assistance from neighbouring Council's or outside staff resources. 	No additional resources required.	Rare (1)	Minor (2)	Low (2)	Loss of staff related to	Annual	WH&S Advisor	1/07/2020	Report to WH&S Committee
40	Whole of Organi	20/05/2019	General_operati	Yes	Key staff not available	Service_delivery	Ability to service the community	Pandemic	Rare (1)	Minor (2)	Low (2)	Retain the risk	<ul style="list-style-type: none"> Offer annual flu vaccine to staff and elected members at no cost. 	<ul style="list-style-type: none"> Where there are staff away from work for other purposes, contact those staff to determine availability to work. Source temporary staff from labour hire agencies. Seek assistance from neighbouring Council's or outside staff resources. 	Resources to outsource external support.	Rare (1)	Minor (2)	Low (2)	NA		Deputy CEO	1/07/2020	Report to CEO
41	Whole of Organi	20/05/2019	General_operati	Yes	Key staff not available	Service_delivery	Ability to service the community	Sudden loss of key personnel	Possible (3)	Moderate (3)	High (9)	Control the risk	<ul style="list-style-type: none"> Ensure work plans are well documented and regular communication between key personnel is maintained. Ensure a positive work environment that promotes good communication. 	<ul style="list-style-type: none"> Seek assistance from local Councils and/or external support providers until the recruitment of a replacement. Reprioritise work program, reschedule works to match available resources. 	No additional resources required.	Possible (3)	Moderate (3)	High (9)	Staff turnover rates	Annual	Deputy CEO	1/07/2020	Report to Coordinators meeting.
42	Whole of Organi	20/05/2019	General_operati	Yes	Key staff not available	Service_delivery	Ability to service the community	Inability to attract suitable key personnel	Possible (3)	Moderate (3)	High (9)	Control the risk	<ul style="list-style-type: none"> Provision of a positive and attractive work environment. Review job specifications and level of remuneration to ensure that we can compete in the market. Commence recruitment of key personnel well prior to known departure (if departure is known). 	<ul style="list-style-type: none"> Seek assistance from local Councils and/or external support providers until the recruitment of a replacement. Reprioritise work program, reschedule works to match available resources. 	No additional resources required.	Possible (3)	Moderate (3)	High (9)	Time to fill vacancies.	Annual	Deputy CEO	1/07/2020	Report to Coordinators meeting.
43	Whole of Organi	20/05/2019	General_operati	Yes	Loss of corporate knowledge	Service_delivery	Ability to meet community expectations	Key staff exiting the organisation	Possible (3)	Minor (2)	Moderate (6)	Control the risk	<ul style="list-style-type: none"> Ensure documentation of key procedures, processes and job tasks relevant to all positions. 	<ul style="list-style-type: none"> Regular review and updating of documented procedures, processes and job tasks for all positions. 	No additional resources required.	Possible (3)	Minor (2)	Moderate (6)	Staff turnover rates	Annual	Deputy CEO	1/07/2020	Report to Coordinators meeting.
44	Whole of Organi	20/05/2019	General_operati	Yes	Industrial action	Service_delivery	Ability to service the community	Industrial dispute	Unlikely (2)	Minor (2)	Low (4)	Control the risk	<ul style="list-style-type: none"> Ensure good faith bargaining is maintained in industrial relations negotiations. Maintain positive workplace communications and provide for an environment where staff can raise grievances and issues. 	<ul style="list-style-type: none"> Utilise the services of an independent facilitator to hear and suggest resolutions to grievances. If a resolution cannot be found, and as a last resort strike action occurs, notify the community that the office/depot will be closed. 	No additional resources required.	Rare (1)	Minor (2)	Low (2)	Number of industrial disputes	Annual	CEO	1/07/2020	Report to Coordinators meeting.
45	Whole of Organi	20/05/2019	General_operati	Yes	Contract work not carried out	Service_delivery	Ability to meet community expectations	Contractor failure	Possible (3)	Moderate (3)	High (9)	Control the risk	<ul style="list-style-type: none"> Sound tender and contractor documentation with step in rights and/or rights to terminate the contract upon non-performance. 	<ul style="list-style-type: none"> Council undertake works or short term contract with alternate supplier whilst contract being re let. 	No additional resources required.	Possible (3)	Minor (2)	Moderate (6)	Number of contract failure	Annual	CEO	1/07/2020	Report to Coordinators meeting.

Risk Management Process (Section 7 - Diamantina Shire Council Enterprise Risk Management Framework and Guidelines)

The process adopted by Diamantina Shire Council to manage risks is in accordance with *AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines*. This process is the application of the structured risk management methodology to be used to assess; prioritise; treat and monitor risks identified. The risk management process may capture inherent risk (prior to taking into account controls in place), residual risk (after taking into account controls in place), or both.

The main elements of an effective Risk Management approach are as follows:

- Communicate and Consult
- Establish the Context
- Risk Assessment
 - Identify Risks
 - Analyse Risks
 - Evaluate Risks
- Treat Risks
- Monitor and Review

The following diagram represents the components of the Risk Management process. Each of these components is explained further below.



Consequence	Rating	Operational – Business Continuity	Environmental	Information Technology	Strategic/Corporate Governance – Reputation - Political	Human Resources	Infrastructure, Asset & Property	Workplace Health & Safety	Financial and Economic
Catastrophic (5)	5	The continuing failure of Council to deliver essential services The removal of key revenue generation	Widespread and irreversible environmental damage attributed by the courts to be negligent or incompetent actions of Council.	Widespread, long term loss of IT network/hardware.	Loss of State Government support with scathing criticism and removal of the council. National media exposure Loss of power and influence restricting decision making and capabilities	Staff issues cause continuing failure to deliver essential services	Widespread, long term loss of substantial key assets and infrastructure.	Fatality or significant irreversible disability.	Above 20% of Council's annual revenue (excluding capital revenue) = \$4,000,000
Major (4)	4	Widespread failure to deliver several major strategic objectives and service plans. Long-term failure of Council causing lengthy service interruption	Severe environmental impact requiring significant remedial action. Penalties and/or direction or compliance order incurred.	Widespread, short to medium term loss of IT network/hardware	State media and public concern/ exposure with adverse attention and long-term loss of support from Diamantina Shire residents. Adverse impact and intervention by State Government	Staff issues cause widespread failure to deliver several major strategic objectives and long term failure of day to day service delivery.	Widespread, short to medium term loss of key assets and infrastructure.	Extensive injuries. Lost time of more than 4 working days.	Between 10-20% of Council's annual revenue (excluding capital revenue) = \$2m - \$4million
Moderate (3)	3	Failure to deliver minor strategic objectives and service plans. Temporary & recoverable failure of Council causing intermittent service interruption for a week.	Moderate impact on the environment; no long term or irreversible damage. May incur cautionary notice or infringement notice	Short to medium term loss of key IT network/hardware	Significant state wide concern/ exposure and short to mid-term loss of support from Shire residents. Adverse impact and intervention by another local government & LGAQ.	Staff issues cause failure to deliver minor strategic objectives and temporary and recoverable failure of day to day service delivery.	Short to medium term loss of key assets and infrastructure	Medical treatment. Lost time of up to 4 working days.	Between 6-10% of Council's annual revenue (excluding capital revenue) = \$1.2m - \$2million
Minor (2)	2	Temporary and recoverable failure of council causing intermittent service interruption for several days.	Minor environmental damage such as remote temporary pollution.	Minor loss/damage. Repairs required	Minor local community concern manageable through good public relations. Adverse impact by another local government.	Staff issues cause several days interruption of day to day service delivery	Minor loss/damage. Repairs required	First aid treatment. No lost time.	Between 2-6% of Council's annual revenue (excluding capital revenue) = \$400,000 - \$1.2million
Insignificant (1)	1	Negligible impact of Council, brief service interruption for several hours to a day.	Brief, non-hazardous, transient pollution or damage.	Damage where repairs are required however equipment still operational	Transient matter, e.g. Customer complaint, resolved in day-to-day management. Negligible impact from another local government.	Staff issues cause negligible impact of day to day service delivery	Damage where repairs are required however facility or infrastructure is still operational	No injury.	Less than 2 % of Council's annual revenue (excluding capital revenue) =\$400,000

Risk Level	Description	Frequency	Presumptions
A	Almost Certain (5)	5 Event may occur within one year	The event is expected to occur in most circumstances
B	Likely (4)	4 Event may occur in every 1 - 2 years	The event will probably occur in most circumstances
C	Possible (3)	3 Event may occur once in every 2 - 5 years	The event should occur at some time
D	Unlikely (2)	2 Event may occur in every 5 - 10 years	The event could occur at some time
E	Rare (1)	1 Event may occur once in every 10+ years	The event may only occur in exceptional circumstances

		1	2	3	4	5
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
5	Almost Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
4	Likely (4)	Moderate (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
3	Possible (3)	Low (3)	Moderate (6)	High (9)	High (12)	High (15)
2	Unlikely (2)	Low (2)	Low (4)	Moderate (3)	Moderate (8)	High (10)
1	Rare (1)	Low (1)	Low (2)	Moderate (6)	Moderate (4)	High (5)