

#	Risk Description	INHERENT RATING			Control Assessment		RESIDUAL RATING			Actions to Improve Management of the Risk
		Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Impact	Likelihood	Residual Risk	
1	Critical Infrastructure Failure Critical infrastructure failure resulting in injury or health complications to the community. For example Water supply contamination due to failure of key water and waste water infrastructure. - Natural disasters	Catastrophic	Likely	Extreme	Upgrading of plant Maintenance program Trained operators Audits of facilities Water/sewerage quality testing Water loss programs Restoration program Computer based monitoring Agreements with Water Corporation Sewerage and Water Review and Capex programme approved Asset Management Plans	Strong	Catastrophic	Unlikely	High	Ongoing Improved Asset Management Planning Adherence to Asset Ratio Requirements Review of delivery of utilities including water and power Review of freight risks if disaster strikes
2	Economic Development Unable to attract business to region leading to poor economic development resulting in high unemployment and reduced revenue. Overly reliant on mining industry	Major	Possible	High	Recognition from Council Implementing strategies Relationship with businesses Growth Plan Implementation	Good	Major	Possible	Medium	Greater focus on economic development
3	Service Provision to the Community Not meeting Community expectations in relation to service provision and standards of infrastructure (e.g. having a well connected and planned transport infrastructure) .	Moderate	Almost Certain	High	Re-valuation/depreciation review Amenities service level CSP and communications Service Level Reviews Business Plans	Good	Moderate	Possible	Medium	Community engagement Review os SCP in 2019
4	Human Resources Human resource matters resulting in inefficiencies, services not meeting community expectations. Lack of adequately skilled and productive workforce Ageing workforce	Major	Likely	High	Aboriginal employment strategy Training plans Trainee programs (apprentice ships etc.) Performance reviews PARMS Organisation culture CEO appointment Organisation Development Manager appointment	Good	Major	Unlikely	Medium	Better Succession Planning Ongoing adjustments to pay and conditions (EBA's) Strategies to Reduce Turnover Mentor Programme
5	Loss of/Inability to Attract Key Staff Loss of key staff resulting in loss of corporate knowledge, skilled resources, leading to inexperienced/under skilled employees and poor organisational culture.	Major	Possible	High	Ongoing monitoring, succession planning and talent development. Flexible EBA's Ongoing Organisational Development Programs	Good	Major	Possible	Medium	Implementing Succession Planning Improved Attraction and Retention practices
6	Communication Impacts Inaccurate/invalid information being disbursed to the community via various Council forums/platforms Social Media Blogs Website News	Major	Likely	High	Utilise social media, enewsletters, website and media to communicate with public Community Engagement Strategy Social Media Policy	Good	Moderate	Possible	Medium	Review Councils approach and attitude to Community Engagement Review of the law relating to social media changes and actions Review engagement policy
7	Lack of Suitable Land Supply Lack of suitable land supply impacting ability for regional growth	Moderate	Unlikely	High	Monitoring native title issues and State Government land releases Review of all available council controlled freehold land to bring to market	Good	Moderate	Unlikely	Medium	Urgent action needed om finding land to develop Strategising with Landcorp on future releases
8	Superseded Technology Council not keeping up to date with technology resulting in out dated systems leading to inefficient work practices and poor information/poor integration	Moderate	Almost Certain	High	Continuous monitoring of advances in technology and upgrading programmes to meet the Council needs. Participation in ALTUS Project with Geraldton, Kalamunda and IT Vision	Good	Moderate	Unlikely	Low	ICT Strategy Review of technology from infrastructure assets
9	Uncertainty of State Government Direction Uncertainty of State Government direction and impact on Council:	Major	Possible	High	Lobbying Community engagement Financial sustainability Regional strength Engagement with all sides of politics	Good	Major	Possible	Low	Adherence to strategy

10	Insufficiently Maintained Records Corporate information not being appropriately recorded, managed or maintained resulting in efficiencies, breach of legislation, loss of information and inappropriate disposal	Minor	Unlikely	H i g h	Continuous training and auditing to be undertaken Maintain up to date IT systems Ongoing use Records Storage Facility	Good	Minor	Unlikely	L o w	Review of Goldfields records facility
11	Unsustainable Financial Position Due to: - Poor financial performance - Failure to grow services because of changes in market conditions - Reliance on grant funding - Loss of revenue due to large areas of non - rateable land and other concessions. - Inability for Council to increase Revenue (Regulations) - Inability of Council to sustain revenue - Fall in own source of revenues - Exposed to financial loss due to bad and outstanding debt levels - Debtors not paying for rates, services or supply on time or defaulting on debt	Catastrophic	Likely	M e d i u m	Quarterly budget reviews Monthly cost reporting Audit and Risk Committee Lobbying Grant funding applications External and internal audit Qualified staff Controlled debt levels Credit checks undertaken on high value, non rate customers Higher use of EFTPOS and credit card facilities Dedicated staff for debt recovery action	Strong	Catastrophic	Unlikely	M e d i u m	Improved Management Reporting
12	Failure of Critical IT Infrastructure Failure of critical IT infrastructure (corruption or loss of data/records - retaining and transferring knowledge)	Major	Likely	M e d i u m	Weekly off site data storage Regular back ups Generator installed Disaster Recovery Plan	Good	Major	Unlikely	L o w	Completion of IT Strategy Move all systems to cloud
13	Climate Change Impacts Climate change impacting region: - Developments - Regional Growth	Major	Unlikely	M e d i u m	Strategic planning Ongoing monitoring Support for Energy Solutions Task Force	Good	Major	Unlikely	L o w	Pursuit of Alternative Energy Options Purchase of Electric Vehicles

