Yorke Peninsula Council Strategic Risk Register 2021-2025

Extreme
High
Moderate
Low

Risk Category	Risk No	Strategic Risk	#	Causes/Triggers	#	Consequences to YPC Council Strategy	Current L	Current C	Current RR	#	Impact Reduction Controls	#	Strategies to be Implemented	Strategic Management Plan Ref.	Residual L	Residual C	Residual RR	Risk Owner
Political	1	**Cost shifting, reduction and/or change in government funding.**	1	Political parties change, priorities change	1	Loss of incoming funds to Council	Likely	Moderate	**High**	1	Detailed strategic, annual business plan, long term financial plan and operational budget planning processes(i.e. rates modelling and budgeting)		Current Impact Reduction Controls are deemed adequate in managing this risk.	Goal 1 - Economically Prosperous Peninsula (1.5)	Possible	Moderate	**Moderate**	*Director Corporate and Community Services*
			2	Demographics and population change	2	Government funding reduces Councils ability to provide adequate services and potential capital investment				2	Council manages political relationships well		No further action required	Goal 2 - Community Connected through Infrastructure (2.3)				
			3	Reduction in funds available for local government due to financial pressure on State and Federal governments	3	Effect and pressure on Council's reputation				3	Support and representation on Local Government Association (LGA) and Australian Local Government Association (ALGA)			Goal 3 - Valued and Restored Environment (3.4)				
			4	Downturn in economy	4	Increased cost to ratepayers				4	Plan to find other sources of revenue			Goal 4 - Community Engaged and Supported (4.9)				
			5	Reprioritisation of government funding	5	Inability to provide continuity of service provision or maintenance/ upgrade of new assets				5	Service Level Reviews			Goal 5 - Responsible Governance and Leadership (5.4)				
					6	Community dissatisfaction with 'cut backs', loss of confidence				6	Prudent financial management practices to mitigate the impacts							
										7	Partnerships with other LGAs, Legatus and other agencies							
Political	2	**Externally imposed organisational changes (including amalgamation)**	1	Poor governance	1	Disruption/reduced Council services	Unlikely	Moderate	**Moderate**	1	Open/transparent/good governance	1	Strategic Performance Reporting	Goal 5 - Responsible Governance and Leadership (5.1, 5.2; 5.7)	Unlikely	Moderate	**Moderate**	*Chief Executive Officer*
			2	Financial unsustainability	2	Employee unrest and/or stress				2	Open dialogue with State Government							
			3	Streamlining Services Local Government/perceived economies of scale	3	Increase of assets and services to be managed				3	Strategic planning and Risk Management Framework							
			4	Legislative change	4	Effect and pressure on Council's reputation				4	Long Term Financial Plan							
			5	Community lobbying for change						5	Corporate Governance Processes including Policy and Procedure library (including Code of Conduct, Complaints etc.) and Governance role							
Environment	3	**Impacts of climate and increased number and/or severity of major disaster/ Community Emergency Management Events**	1	Extreme weather events	1	Additional costs above budget forecast	Almost Certain	Major	**Extreme**	1	Asset Management Plans	1	Street Trees/Shading/Trees/Climate Change Response Strategy	Goal 1 - Economically Prosperous Peninsula (1.2)	Al most Certain	Moderate	**High**	*Chief Executive Officer* *Director Assets and Infrastructure Services*
			2	Increased unusual weather events.	2	May have a negative impact on Council's reputation if overwhelmed by remediation requirements				2	Notifications from External Emergency Management Service providers (BOM, SES, CFS, SAPOL, etc.)	2	Community Emergency Framework including Plan and Incident Arrangements	Goal 2 - Community Connected through Infrastructure (2.1, 2.3, 2.6)				
			3	Natural disasters	3	Difficulty in forward planning				3	State Emergency Management Plan (SEMP) and Department of Health	3	Coastal Management Strategy	Goal 3 - Valued and Restored Environment (3.1; 3.2; 3.3; 3.4; 3.5; 3.6)				
			4	Heat waves	4	Public safety may be at risk due to pandemic, increased severity of events, damage to infrastructure then fails, community health/wellbeing (particularly for vulnerable) as adverse weather events increase				4	Insurance	4	Roadside Vegetation Plan	Goal 5 - Responsible Governance and Leadership (5.5)				
			5	Earthquake	5	Decrease in revenue (potential population shift and decrease in land value)				5	International Council for local Environmental Initiatives (ICLEI) Water Campaign Local Action Plan							
			6	Coastal Flooding	6	Damage to infrastructure potentially resulting in safety hazards to staff and community				6	Partnership with Environmental local Groups (i.e. Natural Resource Management (NRM))							
			7	Pandemic	7	Non insurable events and unbudgeted costs				7	Yorke and Mid North Climate Change Action Plan							
					8	Council's response does not meet its legal obligations (Local Government Act 1999 and Emergency Management Act 2004) causing breach or legal action				8	Membership in Zone Emergency Management Committee							
					9	Disruption/reduced Council services				9	Council systems including Work Health and Safety Management System and Business Continuity Framework							
										10	Council by-laws and planning regulations							
										11	Compliance with safety requirements for any new buildings							
										12	Council's Environmental Plans (e.g. Roadside Vegetation Management Plan, Coastal Management Strategy)							

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Economic	4	**Changes in economic conditions in the region**	1	Changes in demographics	1	Changes (increase/decrease) to Council services required and priorities	Possible	Moderate	**Moderate**	1	Support/representation on Business, Regional Development Australia (RDA) YP Tourism and Community Initiatives	1	Disability Access and Inclusion Plan	Goal 1 - Economically Prosperous Peninsula (1.1; 1.2; 1.3; 1.4; 1.5; 1.6; 1.7; 1.8; 1.9)	Possible	Moderate	**Moderate**	*Chief Executive Officer*
			2	Reduction in funds available for local government due to financial pressure on State and Federal governments	2	Planning and development impacts				2	Strategic Management Plan			Goal 2 - Community Connected through Infrastructure (2.2, 2.3; 2.4; 2.6)				
			3	2. Close down of services (e.g. bus, schools, hospitals, etc.)	3	Socio economic impacts				3	Support for Community Passenger Transport			Goal 4 - Community Engaged and Supported (4.1; 4.2, 4.3; 4.4; 4.6; 4.7; 4.8; 4.9)				
			4	Skill shortages within Region	4	Increase/decrease on Council's ability to raise revenue to cover increased/decreased cost to Council Services				4	Development Plan and Strategy			Goal 5 - Responsible Governance and Leadership (5.6; 5.7)				
			5	Loss or gain of industry and business in region	5	Decrease in community members and the number of volunteers and community groups				5	Youth Engagement							
					6	New opportunities not realised				6	Marketing and promotion of Council areas through social media and community engagement							
					7	Loss of expertise in the region				8	Advocating/lobbying with industry groups and government							
										9	Regional Health Plan							
Legal	5	**Changes to regulations and legislation impact Council operations**	1	External pressures on Government (i.e. lobbying by LGA, developers, community, activist groups, royal commissions, ombudsman investigations, ICAC, etc.)	1	Inappropriate land use for our area with potential Impact on development	Likely	Moderate	**High**	1	Development Plans		Current Impact Reduction Controls are deemed adequate in managing this risk.	Goal 1 - Economically Prosperous Peninsula (1.1; 1.2)	Possible	Moderate	**Moderate**	*Chief Executive Officer* *Director Development Services*
			2	State government and/or political changes (including policies)	2	Council potentially losing power to make decisions				2	Support and representation on Local Government Association (LGA) and Australian Local Government Association (ALGA)		No further action required	Goal 2 - Community Connected through Infrastructure (2.3)				
			3	Climate/increased environmental awareness (seawalls, emergency management)	3	Increased cost to implement changes - new systems, processes and procedures (increased staff/resources)				3	Engagement and communication channels, liaison/lobbying with other tiers of government including State and Federal			Goal 3 - Valued and Restored Environment (3.2, 3.3, 3.4)				
			4	Outdated and/or new legislation	4	Reduction in community understanding				4	Training for staff in changes to legislative/regulatory changes			Goal 4 - Community Engaged and Supported (4.7, 4.8, 4.9)				
					5	Additional workload/resources required				5	Engagement with Elected Members			Goal 5 - Responsible Governance and Leadership (5.3)				
					6	Council's objectives are not aligned to legislative changes - loss of confidence in Council and negative media				6	Staff responsible for monitoring and communicating legislative amendments - and regulatory changes including LGA initiatives, updates, Gazettes, LGA circulars and Norman Waterhouse subscriptions are sent out.							
					7	Effect on service standards/quality				6	Subscriptions maintained to relevant information sources							
Technology	6	**Technology advances more rapidly than council is able to adapt**	1	Limited infrastructure and/or systems	1	Reduced customer service/reputation	Likely	Moderate	**High**	1	Proactive staff	1	IT Strategic Management Plan	Goal 2 - Community Connected through Infrastructure (2.2)	Possible	Moderate	**Moderate**	*Director Corporate and Community Services*
			2	Unskilled/trained staff	2	Community isolation				2	Training and provision of resources			Goal 4 - Community Engaged and Supported (4.3; 4.12)				
			3	Unaware of new technologies	3	Inefficient services (high cost and inflexible)				3	Research and/or investigate current trends			Goal 5 - Responsible Governance and Leadership (5.2; 5.7)				
			4	Limited funding to buy in	4	Increased costs				4	IT Budgeting (infrastructure and asset management)							
			5	Limited resources	5	IT integrity and/or data losses				5	Community accessibility of services							
			6	Limited support/commitment to new emerging IT Solutions						6	Use External expertise							
			7	Physical geographic location						7	Networking/participating with IT professionals/organisations							
										8	Mobility of Services							
Social	7	**Failure to consider and meet the expectations of the Community and Councillors**	1	New Council/Councillors	1	Disgruntled community / organisation / staff	Possible	Moderate	**Moderate**	1	Community Consultation policy and procedure		Current Impact Reduction Controls are deemed adequate in managing this risk.	Goal 5 - Responsible Governance (5.1; 5.2)	Possible	Minor	**Moderate**	*Chief Executive Officer*
			2	Councillors impost changes to Strategic Objectives		Loss of confidence in Council					Community Engagement and Communications function and adequate skillset of staff to fulfil the functions		No further action required					
			3	Funding changes/rate capping	2	Financial Instability/budgeting changes				2	Participation of community in decision making							
			4	Influential senior officers	3	Loss of staff/volunteers				3	Marketing and promotion through Social Media and community engagement.							
			5	Community not consulted appropriately	4	Reputational damage				4	Local Government elections and Elected Members represent community							
			6	Poorly developed strategic objectives	5	Funds spent on services that not aligned with Strategic Plan				5	Council Workshops and Meetings							
			7	Conflict of Interest						6	Strategic Management Plan							
										7	Annual Business Plan and Budget process							
										8	Asset Management Plan (Transport)							
										9	Long Term Financial Plan							
										10	Corporate Governance Processes including Policy and Procedure library and Governance role							

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							Current							Residual			
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										11	Regular comprehensive review of existing priorities (budgeting capital, etc.)							
										12	Automated and consistent reports to Council through InfoCouncil							
										13	Elective Members Inductions/training							

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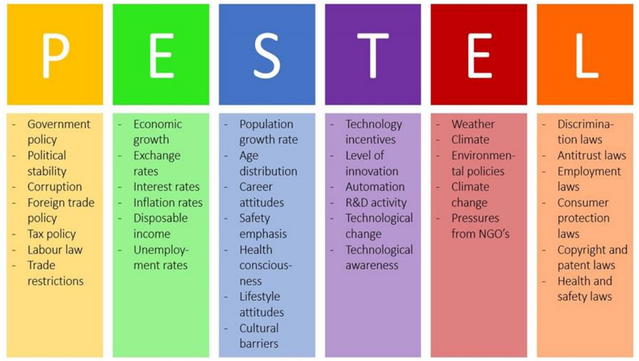
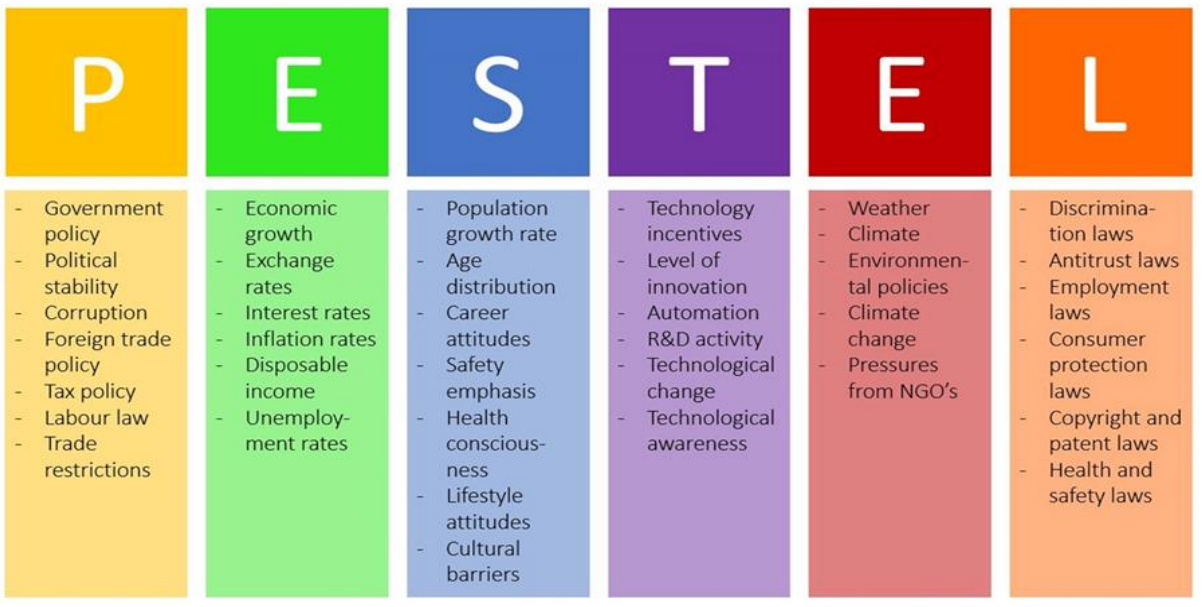
Social	8	**Changes of community expectations of Council**	1	Lack of community engagement/understanding	1	Council/Councillor turnover (also staff)	Possible	Minor	**Moderate**	1	Community Consultation policy and procedure		Current Impact Reduction Controls are deemed adequate in managing this risk.	Goal 1 - Economically Prosperous Peninsula (1.4; 1.5, 1.9)	Possible	Insignificant	**Low**	*Chief Executive Officer*
			2	Changes in demographic/social make up	2	Reputation, credibility, loss of goodwill, poor morale				2	Marketing and promotion through social media and community engagement.		No further action required	Goal 2 Community Connected through Infrastructure (2.2)				
			3	Benchmarking/comparison with other Councils Services	3	Changes to Council services				3	Strategic Management Plan, including monitoring of the external environment			Goal 3 - Valued and Restored Environment (3.1, 3.4)				
			4	Changes to Council services	4	Community apathy and/or unwillingness to get involved/unresponsiveness				4	Annual Business Plan			Goal 4 - Community Engaged and Supported (4.1; 4.2, 4.3; 4.5, 4.7; 4.8; 4.9)				
			5	Unsubstantiated information in the community	5	Negative impact on Council's rate base				5	Long Term Financial Plan			Goal 5 - Responsible Governance and Leadership (5.1; 5.2, 5.6; 5.7)				
			6	Effects of drugs and alcohol within the community and socio-economic shifts						6	Feedback/complaints/service requests systems and processes							
										7	Asset Management Plans							
Technology	9	**Cyber attacks and incidents**	1	IT systems and safeguards are inadequate	1	Reduced customer service/reputation	Likely	Moderate	**High**	1	Provide training for staff in changes to legislative/regulatory changes	1	Review of Financial internal controls library	Goal 5 - Responsible Governance and Leadership (5.3, 5.4)	Possible	Moderate	**Moderate**	*Director Corporate and Community Services*
			2	Staff unaware of new technologies available	2	IT integrity and/or data losses				2	Ensure compliance - systems	2	IT Strategic Management Plan					
			3	Staff unaware of new sources of threats	3	Disruption/reduced Council services				3	Proactive staff	3	Operational Security Plan					
					4	Effect and pressure on Council's reputation				4	Training and provision of resources							
										5	Research and/or investigate current trends							
										6	IT Budgeting (infrastructure and asset management)							
										7	Regular external audit and reviews of external network (including network penetration testing)							
										8	Networking/participating with IT professionals/organisations							

Risk Category has been based on the PESTLE modle. PESTLE is a popular frame work for gaining an understanding of key factors and trends in broader society. PESTLE Analysis is a popular framework for organising these factors and trends and isolating how they influence industries and the firms within them.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