



Yorke Peninsula Council Strategic Risk Register 2016 - 2020

Extreme
High
Moderate
Low

Risk Category	Risk No	Strategic Risk	#	Causes/Triggers	#	Consequences to YPC Council Strategy	Current			#	Impact Reduction Controls	#	Strategies to be Implemented	Residual			Strategic Management Plan Ref.	Risk Owner
							L	C	RR					L	C	RR		
Political	1	Cost shifting, Reduction and/or change in government funding.	1	Political parties, priorities change	1	Less tied or capped grants	L	MAJ	E	1	Detailed strategic and operational planning (i.e. rates modelling and budgeting)	1	Review opportunities for Partnerships/Shared Services with other LGAs and other agencies	P	MAJ	E	Goal 1 - Economically Prosperous Peninsula (1.5) Goal 2 - Community Connected through Infrastructure (2.4) Goal 5 - Responsible Governance (5.4)	Director Corporate and Community Services
			2	Demographics and population change	2	Lack of trust entering into new programs with Government				2	Lobby for more funding (politicians)							
			3	Reduction in funds available for local government due to financial pressure on State and Federal governments	3	Government funding reduced effect Council Services and potential Capital investment				3	Support and Representation on Local Government Association (LGA) and Australian Local Government Association (ALGA)							
			4	Changes to grant priorities	4	Effect and pressure on Councils Reputation				4	Plan to find other sources of revenue							
			5	Reprioritisation of their funding	5	Increased cost to ratepayers												
Political	2	Externally imposed organisational changes (including amalgamation)	1	Poor governance	1	Disruption/reduced Councils services	U	MAJ	H	1	Open/transparent/good governance	1	Succession Planning (Executive Management)	U	MAJ	H	Goal 5 - Responsible Governance (5.1, 5.2; 5.3; 5.5; 5.8; 5.10)	Chief Executive Officer
			2	Financial unsustainability	2	Employee unrest and/or stress				2	Open dialogue with State Government		2	Development Organisational Strategic Performance Reporting				
			3	Streamlining Services Local Government/Perceived economy of scale	3	Increase of assets and services to be managed				3	Strategic planning		3	Define Risk Management Framework				
			4	Legislative change	4	Effect and pressure on Councils Reputation				4	Long Term Financial Plan							
			5	Community Lobbying for Change														
Environment	3	Impacts of climate and increased number and/or severity of major disaster/climatic events	1	Severe Weather events	1	Additional costs above budget forecast	L	C	E	1	Asset and Infrastructure Management Plan	1	Street Trees/Shading/Trees/Climate Change Response Strategy	L	MAJ	E	Goal 2 - Community Connected through Infrastructure (2.1; 2.6)	Chief Executive Officer
			2	Increased unusual weather events.	2	May have a negative impact on YPCs reputation if overwhelmed by remediation requirements				2	Notifications from External Emergency Management Service providers (BOM, SES, CFS, SAPOL, etc.)	2	Emergency planning/Framework				Goal 3 - Valued and Restored Environment (3.1; 3.2; 3.3; 3.4; 3.5; 3.6; 3.7, 3.9)	Director Assets and Infrastructure Services
			3	Natural Disasters	3	Difficulty in forward planning				3	State Emergency Management Plan (SEMP)	3	Coastal Management Strategy				Goal 5 - Responsible Governance (5.5)	
			4		4	Public safety may be at risk if severity of events causes unknown/unidentified damage to infrastructure that then fails				4	Insurance	4	Environmental Management Plan					
			5		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		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		7	Non Insurable events and Unbudgeted costs				7	Yorke and Mid North Climate Change Action Plan							
			8		8	Disruption/reduced Councils services				8	Roadside Vegetation Management Plan Review							
Economic	4	Changes in Economic Conditions in the Region	1	Changes in demographics	1	Changes (increase/decrease) to Councils services required and priorities	P	MOD	H	1	Support/Representation on Business, Regional Development Australia (RDA) YP Tourism and Community Initiatives		Curent Impact Reduction Controls are deemed adequate in managing this risk.	P	MOD	H	Goal 1 - Economically Prosperous Peninsula (1.1; 1.2; 1.3; 1.4; 1.5; 1.6; 1.7; 1.8; 1.9)	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		No further action required				Goal 2 - Community Connected through Infrastructure (2.3; 2.4; 2.5; 2.7)	
			3	2. Close down of services (e.g. bus, schools, hospitals, etc.)	3	Socio economic impacts				3	Disability Action Plan (Access Committee) and support for Community Transport						Goal 4 - Community Engaged and Supported (4.1; 4.3; 4.4; 4.6; 4.7; 4.9; 4.10; 4.11; 4.13)	
			4	Skill shortages within Region	4	Increase/Decrease on Councils ability to raise revenue to cover increased/decreased cost to Councils Services				4	Development Plan and Strategy						Goal 5 - Responsible Governance (5.6; 5.9)	
			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	Lots of expense but not necessarily results (recruitment - Lack of trained staff (medical and technical)				7	Appointment of Trainees from local region							
					8				8	Advocating/Lobbying with industry groups and government								
					9				9	Regional Health Plan								



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Legal	5	Changes to regulations and legislation impact Council operations	1-6	1 External pressures on Government (i.e. Lobbying by LGA, developers, community, activist groups, royal commissions, ombudsman investigations, ICAC, etc.) 2 State government and/or political changes (including policies) 3 Climate/Increased environmental awareness (seawalls, emergency management) 4 5 6	1-6	1 Inappropriate land use for our area with potential Impact on development 2 Council potentially losing power to make decisions 3 Changes to documentation, Management systems and processes 4 Reduction in community understanding 5 Additional workload/resources required 6 Effect on Service Standards/Quality	L	MOD	H	1-6	1 Development Plans 2 Support and Representation on Local Government Association (LGA) and Australian Local Government Association (ALGA) 3 Liaison/lobbying with Government Agencies 4 Provide training for staff in changes to legislative/regulatory changes 5 Ensure compliance - systems 6 Notification of legislative/regulatory changes from external body (including Local Government Association (LGA) initiatives, updates, etc.).	1	Review of Financial internal controls library	L	I	M	Goal 1 - Economically Prosperous Peninsula (1.1; 1.2; 1.5) Goal 3 - Valued and Restored Environment (3.9) Goal 5 - Responsible Governance (5.3)	Chief Executive Officer Director Development Services
Technology	6	Technology advances more rapidly than council is able to adapt	1-7	1 Limited infrastructure and/or systems 2 Unskilled/trained staff 3 Unaware of new technologies 4 Limited funding to buy in 5 Limited resources 6 Limited support/commitment to new emerging IT Solutions 7 Cyber attack	1-7	1 Reduced customer service/reputation 2 Community isolation 3 Inefficient services (high cost and inflexible) 4 Increased costs 5 IT integrity and/or data losses	L	MOD	H	1-8	1 Proactive staff 2 Training and provision of resources 3 Research and/or investigate current trends 4 IT Budgeting (infrastructure and asset management) 5 Community accessibility of services 6 Use External expertise 7 Networking/participating with IT professionals/organisations 8 Mobility of Services	1	IT Strategic Management Plan	P	MIN	M	Goal 2 - Community Connected through Infrastructure (2.2) Goal 4 - Community Engaged and Supported (4.3; 4.12) Goal 5 - Responsible Governance (5.2; 5.7)	Director Corporate and Community Services
Social	7	Councillors impose changes to Strategic Objectives	1-5	1 New Council/Councillors 2 Funding changes/rate capping 3 Influential senior officers 4 Poorly developed strategic objectives 5 Conflict of Interest	1-5	1 Disgruntled community / organisation / staff 2 Financial Instability/budgeting changes 3 Loss of staff/volunteers 4 Reputational damage 5 Change to Council objectives/priorities	P	MOD	H	1-5	1 Community Consultation policy and procedure 2 Alignment to Strategic Management Plan 3 Marketing and promotion through Social Media and community engagement. 4 Regular comprehensive review of existing priorities (budgeting capital, etc.) 5 Elective Members Inductions/training	1	Curent Impact Reduction Controls are deemed adequate in managing this risk. No further action required	P	MIN	M	Goal 5 - Responsible Governance (5.1; 5.2; 5.8)	Chief Executive Officer
Social	8	Changes of community expectations of Council	1-5	1 Lack of community engagement/understanding 2 Changes in demographic/social make up 3 Benchmarking/comparison with other Councils Services 4 Changes to Councils services 5 Unsubstantiated information in the Community	1-5	1 Council/Councillor turnover (also staff) 2 Reputation, credibility, loss of goodwill, poor morale 3 Changes to Councils services 4 Community apathy and/or unwillingness to get involved/unresponsiveness	P	MIN	M	1-6	1 Community Consultation policy and procedure 2 Marketing and promotion through Social Media and community engagement. 3 Strategic Management Plan 4 Annual Business Plan 5 Feedback/complaints/service requests systems and processes 6 Asset Management Plan	1	Curent Impact Reduction Controls are deemed adequate in managing this risk. No further action required	U	MIN	L	Goal 1 - Economically Prosperous Peninsula (1.4; 1.5) Goal 2 Community Connected through Infrastructure (2.2) Goal 3 - Valued and Restored Environment (3.4) Goal 4 - Community Engaged and Supported (4.1; 4.3; 4.7; 4.12; 4.13) Goal 5 - Responsible Governance (5.1; 5.8; 5.10)	Director Corporate and Community Services

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Risk Category has been based on the PESTLE model. PESTLE is a popular framework 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.

P	E	S	T	E	L
<ul style="list-style-type: none"> - Government policy - Political stability - Corruption - Foreign trade policy - Tax policy - Labour law - Trade restrictions 	<ul style="list-style-type: none"> - Economic growth - Exchange rates - Interest rates - Inflation rates - Disposable income - Unemployment rates 	<ul style="list-style-type: none"> - Population growth rate - Age distribution - Career attitudes - Safety emphasis - Health consciousness - Lifestyle attitudes - Cultural barriers 	<ul style="list-style-type: none"> - Technology incentives - Level of innovation - Automation - R&D activity - Technological change - Technological awareness 	<ul style="list-style-type: none"> - Weather - Climate - Environmental policies - Climate change - Pressures from NGO's 	<ul style="list-style-type: none"> - Discrimination laws - Antitrust laws - Employment laws - Consumer protection laws - Copyright and patent laws - Health and safety laws

PR098 - Risk Management Procedure Extract
Appendix A – Council Risk Management Matrix

Description	Consequence Rating						
	Safety	Reputation	Legal & Regulatory	Environmental	Financial	IT / Records	Service Delivery
Catastrophic	Fatality. Severe injury or illness giving rise to a disability or impairment. Litigation.	State negative media coverage. Irreparable damage to reputation. Public outcry.	Significant prosecution for organisation and individuals. Fines. Very serious litigation.	Extensive, very serious and long-term impairment of the environment. EPA involvement or investigation.	> \$1 mil	Extensive loss / damage to IT and communications assets and infrastructure. Permanent loss of data. Widespread disruption to the business.	Extreme loss of service quality.
Major	No fatality. Serious (but non-life threatening) injury or illness. Critical failure of internal controls.	Extensive local negative media coverage. Loss of reputation that will require external resources. Public concern.	Major breach of legislation or regulation. Prosecution. Fines. Litigation.	Serious (>6months) impairment of the environment.	> \$250k to < \$1 mil	High risk of loss, data corrupt. Significant catch up required. Business Continuity Plan implemented.	Major decline in the quality and value of service delivery. Probable decrease in the community's confidence in the Council.
Moderate	No fatality. Non-life threatening injury/illness. Medical treatment and/or hospitalisation required. Serious breach involving statutory authority investigation. Significant failure of internal controls.	Significant local media attention. Significant number of complaints.	Serious breach of legislation or regulation with investigation and/or report to relevant authority. Limited fine or other penalty possible.	Moderate damage or impairment of the environment. Repairable in 1 to 6 months.	> \$50k to < \$250k	Moderate to high loss / damage to IT and communications. Data lost.	Moderate decline in the quality and value of service delivery. Possible decrease in the community's confidence in the Council.
Minor	Minor reversible injury requiring medical treatment by doctor. No hospitalisation. Contained non-compliance with short term significance.	Heightened negative local media attention. Low number of complaints.	Breach of legislation or regulation with noted compliance failure. Requirement for report to regulator or authority.	Limited damage or impairment of the environment. Repairable within 1 month.	< \$50k	Minor loss / damage to IT and communications. Some catch up required.	Untimely service delivery to our community. Should not decrease the community's confidence in the Council.
Insignificant	A minor injury that is treated on site. Near miss or incident that does not give rise to any injury.	A number of complaints.	Minor non-compliance. Minimal failure of internal controls.	Minor containable incident with no measurable impairment or impact of the environment.	< \$20k	Negligible loss of or damage to IT and communications. No loss of data.	Minimal decline in the quality and value of service delivery.

Likelihood Rating	
Almost Certain	Is expected to occur in most circumstances
Likely	Will probably occur in most circumstances
Possible	Might occur at some time
Unlikely	Could occur at some time
Rare	May only occur in exceptional circumstances

Risk Matrix						
Consequence and Reporting Action						
Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
	Almost Certain	High	High	Extreme	Extreme	Extreme
	Likely	Moderate	High	High	Extreme	Extreme
	Possible	Low	Moderate	High	Extreme	Extreme
	Unlikely	Low	Low	Moderate	High	Extreme
	Rare	Low	Low	Moderate	High	High