

Ref No.	Risk	Cause	Consequence	P/L	C	Risk Rating	Risk Treatment	Residual Risk Rating	Responsible Officer
COR 001	Loss due to fraud / theft	- Inadequate internal controls - People acting inappropriately	- Minor equipment loss - Financial loss - ICAC intervention - Reputation impact	L	M	M	- Update policy and procedure to improve governance. - Improve processes to achieve more efficient teams and enhance internal controls for transparency and efficiency. - Complete high priority actions for General Complaints Management System. - Staff discipline and performance management processes. - Compulsory code of conduct training is provided to staff. - Internal audit reviews undertaken in areas of procurement, delegations, cash handling and RMCC areas.	L	Senior Management Team (SMT), DMFA
COR 002	Revenue levels fall significantly	- Regional economic downfall results in reduced ability for residents to pay for services - Inaccurate data and inadequate acquittal information provided to grant makers - Loss of investment revenue due to lower use of facilities/amenities - Failure to secure grants	- Inability to provide services to community - Lack of confidence or perceived lack of importance by grant makers and investors - Slashing service levels to maintain sustainability - Intervention by State Government	L	M	M	- Controls in place to review of costs/income to ensure correct fees and charges. - Develop plans and work with Transport for NSW to improve road and traffic outcomes regionally. - High priority major projects are identified and planning pre-work is completed in preparation for grant applications (village plans, water and sewer, road and bridge upgrades). - Explore grant opportunities and ensure that information is of a high quality. - Attract other investment. - Explore alternative revenue streams. - Explore what grant and other external financial assistance may be available to Council and determine costs/benefits prior to seeking funding.	L	SMT, EDVM
COR 003	Poor financial management	- Budget overruns and or failure to achieve budget - Poor/inadequate budget in the first place - Unexpected costs not incorporated - Lack of or incorrect information leading to poor financial decisions - Failure to account for "whole of life" project costs	- Intervention by State Government - Reduced projects/works and service - Unhappy community and Councillors - Insufficient funds available for long term financial commitments affecting sustainability - Council classified as poor performing - Questionable Sustainability	L	M	M	- Implement recommendations of External and Internal Audit Reviews. Report to Council on actions to be taken and time frames. - Define a standard water charging methodology for all Warren Shire Council water schemes. - High priority major projects that have been endorsed by Council have pre-work completed in preparation for Grant Applications (project planning and approval process). - Complete a review annually of the long term financial plan to provide an indication of the long term financial position of Warren Shire Council. - Maximise plant and machinery utilisation. - Regular reporting of financial position, changes of the position and challenges/threats to Warren Shire Council finances.	L	MANEX
COR 004	Inappropriate or ineffective decision making by staff or Councillors	- Elected and staff members inadequately trained/informed - Poor communications - Human error - Wrong or inadequate information - Reactive decisions due to community pressure - Lack of accountability - Poor planning	- Poor project delivery - Legal implications - Reputation impact - Financial - Creating bad precedents - Fines - Complaints - Inefficiencies and confusion - ICAC / Ombudsman / State Government intervention	L	M	M	- Develop corporate and operational planning frameworks to facilitate effective internal planning, management and reporting on Council operations. - Implement a performance management system linked to Corporate and Operational Planning framework (IP&R). - Improve processes to achieve more efficient teams and enhance internal controls, transparency and efficiencies. - Provide end to end business solutions and standard reporting tools for the organisation. - Commence working towards a electronic basis of records management. - Design and implement appropriate guidance material for staff and the elected body.	L	MANEX, Councillors

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COR 005	Failure to adequately resource the organisation	- Inadequate systems - Failure to keep records - Staff turnover - Loss of premises or assets	- Service decline or disruption - Loss of corporate knowledge - Non-compliance with legislative requirements - Loss of premises (natural disaster)	L	M	M	- Review waste services to identify: - Current services provided, and resources required - Future service delivery obligations - Costs per Unit Output - Alternative service delivery models - Recommendations - Guide the operations over next 4 years to ensure alignment with the Delivery Program and Annual Operational Plan. - Review Core Services and Service Levels in consultation with Councillors, according to financial constraints. - Review overheads models to ensure a simplistic system which is understood throughout the organisation which achieves the allocation of full costs to activities throughout Warren Shire Council where appropriate. More informed reporting and financial decision making. - Develop long term cultural changes to improve workforce productivity and performance (Workforce Plan). - Timely delivery of high quality design and survey services. - Completion of asset management plans. - Business continuity plan is developed and updated regularly for the organisation and organisational risk management framework. - Review full cost pricing models to ensure equitable allocation of costs across business activities and that pricing reflects levels that ensure long term financial sustainability, (More informed reporting and financial decision making). - Succession planning (where required) for high risk positions within the Warren Shire Council structure.	L	SMT
COR 006	Loss of reputation - reputation risk	- Community not provided with correct or adequate information - Community expectations not adequately identified or not realistic - Repeated or serious mistakes - Significant breach of code of conduct - Failure to maintain assets - Poor or negative publicity - Failure to deliver on perceived promises *Staff or Councillors acting outside level of authority	- Service is reactive rather than strategic - Loss of confidence in organisation by community or elected members - Legal action - Council not funded due to lack of confidence, loss of Suppliers - Bad publicity - Spending additional resources to recover reputation	L	M	M	- Expand communication to the public in addition to standard media releases to include a quarterly report card on Council activities in newspapers and on web site. Provide a regular Mayor's Desk column in the local and social media and on the website. - Provide Councillors and staff with a monthly newsletter on projects, decisions of council and matters of importance across the organisation. - Complete high priority actions for General Complaints Management System. - Review Policies for relevance and consistency. - Address systemic issues to improve governance . - Business Continuity Plan is developed and implemented for the organisation and Organisational Risk Management Framework. - Drive a proactive customer service culture within Council and seek to comply with Council's Customer Service Ethos and Policy, delivering improved service levels. - On a regular basis, review the performance of each group including, but not limited to: - Operating Budget Management - Capital Works Program - Strategic Initiatives - Workplace Health and Safety - Facilitate timely response to customer service requests (CRM's) and report quarterly to the Management Executive the number and actions.	L	MANEX, All staff
COR 007	Risk of injury / death from major community incident (death or disablement of an external party)	- Inadequate response to incident - Human error - Policies and procedures not followed or in place - Community members hurt - Failure to identify and address high risks	- Financial Impact - Reputation impact - Community morale - High insurance premiums - Litigation	L	M	H	- Continue the development of the Local Disaster Management Plan and Sub Plans as required by the Act. - Develop a safety culture to ensure safe workplaces and practices. - Provision of quality road and drainage maintenance services to the region . - Facilitate timely responses to customer service requests for maintenance services. - Conduct community resilience education sessions for emergency response personnel and community members on natural disaster management and provide opportunity to learn from best practice that is emerging across the region.	L	MANEX, WHS/RC, All Staff

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COR 008	Risk of injury/death from major workplace incident (death or disablement of an internal party)	- Human error / accident - Policies and procedures not in place or failure to follow - Inappropriate vehicles and assets - Lack of communication - Complacency - Employees not trained properly - Failure to maintain assets - Inadequate WH&S	- Reputation damage - Legal implications - Involvement by regulator - Safework NSW - Absent from work - Increased premiums - Staff morale decreased - Work hours lost	L	M	M	- Develop a safety culture to ensure safe workplaces and practices. - Focus on a safe workplace and contribute to departmental safety initiatives. - Drug and alcohol management policy. - Ensure that SWMS and other safety processes are reviewed/updated regularly and reflect current work practices.	L	MANEX, WHS/RC, All Staff
COR 009	Non compliance with legislation	- State Government requirements change - New Legislation introduced or changed - Lack of knowledge of legislation and or regulations	- Resources not available to keep up with changes - Increased work loads to adapt to changed legislation - Fines - Litigation - Loss of reputation	L	L	L	- Ensure compliance with conditions of approval and investigate complaints regarding unlawful development activity. - Ensure compliance with regulatory requirements for Evacuation Plans, Risk Management, Asbestos Management and WH&S responsibilities. - Update desktop review for compliance with the National Regulatory Authority. - Have in place appropriate Crown, private and Indigenous Land Use Agreements - Implement OLG Legislation Compliance Checklist. - Ensure that the Warren Shire Council Legislative Breach Register is updated on a regular basis.	L	All staff administering legislation
COR 010	Failure to provide adequate essential services now and in the future	- Projects not fit for purpose - Inability to sustain critical processes - Decrease service delivery levels and loss of confidence - Increase risk to community safety and infrastructure - Failure to adequately respond to major changes - Political decisions that disadvantage the region - Poor maintenance of essential emergency protection or service areas.	- Reputation loss - Loss of investment confidence - Negative impacts on environmental and community health - Debt - Lost opportunities - Loss of community and business	L	L	L	- Understand the implications of implementing water usage based charging regime on current ratepayer classification types. - By participating in the Alliance of Western Councils, Council's economic development initiatives have a regional focus, opportunity to capitalise on regional investment and development initiatives. - Work in partnership with, chambers, business and community groups to develop a regional understanding of what advantages the NBN can provide and develop real examples of how Warren Shire Council will utilise NBN when it arrives. Use this information to lobby the Federal and State Governments. - Develop strategic partnerships with clearly defined roles and responsibilities and funding mechanisms for the ongoing development of the region or sub regional councils. - Identify strategic opportunities for large scale investment within the region and secure sustainable expansion of existing industries or the introduction of new industries. - Provide opportunity to learn from best practice across the region. - Provide and develop community opportunities for the arts and foster new initiatives. - Commence work on plans for infrastructure, transport, stormwater and open space. - Understand the land Council owns, maintains and the demand to retain (Crown Lands) - Strategic land is acquired for future town development. - Ensure applications assessed in a timely manner and the impacts of development are managed. - Develop a strategic policy for the Warren Aerodrome on utilisation, future expansion and maintenance. - Modernise website with online forms etc and make more user friendly and consistent with other local governments. - Establish NDRRA framework for future disaster events (flooding and bush fire). - Conduct community resilience education sessions for emergency response personnel and community members on natural disaster management (fire, flooding).	L	SMT, LEMO and EDVM
COR 011	Cybersecurity risk across the organisation	- Human error / accident - Policies and procedures not in place or failure to follow - Social engineering - Inadequate controls around network access and penetration testing - Complacency - Employees not trained regularly or made aware of current risk	- Reputation damage - Legal implications - Loss of financial resources - Breach of Privacy or Information loss - Increased insurance premiums - Business continuity lost - Theft of intellectual property - Service decline or disruption	L	M	M	- Arrange a new approach with addressing this area of risk is scheduled for commencement from 01/07/2024, including budget allocation specifically for the area of improvement. - Engagement of Managed IT Services. - Council aims to meet a basic level of self-assessment and compliance with reference to the "essential 8" derived IT/Cyber Security controls organisational wide, ideally being completed prior to 01/07/2024 pending resources availability. - Council engage an external IT support business to assist with compliance in this area. - This area is a constantly evolving and accordingly requires ongoing testing and review of all systems, assessment of internal and external users access or otherwise, a quarterly review basis is sought initially.	L	SMT, GM, DMFA

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		- Failure to maintain IT network or system - Failure to ongoingly assess and review foundational requirements set by Local Government guideline							
COR 012	Strategy and Governance	No formal Risk Management Strategy exists	- No clear understanding of Council's Risk Management Strategy - Not able to implement risk controls in coordinated manner - Risk not identified in Council day to day business.	L	M	M	Ensure a Risk Management Strategy is developed and documented that aligns with Council's broader strategy	L	SMT, GM, DMFA
		Council has a defined risk appetite but it is not well communicated or understood within the organisation	- Staff are not aware of guidelines set to manage risk including; - Avoidance of risk - Transfer of risk - Mitigation of risk	L	M	M	Risk Appetite well clearly defined, reflecting Councils current environment, is effectively communicated and understood by the relevant parts of the organisation.	L	SMT, GM, DMFA
		There is an Oversight Body that has awareness and occasional discussion on Risk Management but may not have a comprehensive understanding.	ARIC is the reporting body and need to have a comprehensive understanding of Councils Risk Management Strategy	P	N	L	- The Oversight Body regularly discuss and review Risk Management practices and have a comprehensive understanding or active involvement. - Council need to have reporting processes in place for ARIC to be confident in understanding Council's risk management.	L	GM, DMFA
		Risk Management Policy and Risk Management Plan are in place, containing fundamental information, but they are not well known.	If staff are unclear of implications of risk, could lead to exposure to Council	L	M	M	- Risk Resources are in place with clear mandates, to drive full integration with the broader organisational Strategy. - Training and consultation within Council on all levels need to be undertaken. - People leaders need to ensure their staff are aware of risk implications in their area.	L	SMT,GM, DMFA, WHS-RC
		Roles and responsibilities are defined for Risk Management within the above documents, but staff are not aware of this.	If staff are unclear of responsibilities of risk, could lead to exposure to Council	L	M	M	Roles and responsibilities in Risk Management are well-defined and well communicated throughout the organisation.	L	MANEX, WHS-RC
COR 013	Risk Culture	Some level of risk awareness exists but is not widespread or consistent across the organisation.	If staff are unclear of awareness of risk, could lead to exposure to Council	L	M	M	Develop risk awareness programs so that employees across the organisation develop a solid understanding of their risk responsibilities.	L	MANEX, WHS-RC
		Some employees understand their risk management responsibilities, but this understanding is inconsistent across the organisation.	If staff are unclear of Understanding of risk, could lead to exposure to Council	L	M	M	Implement a clear system of accountability, that is consistently encouraged.	L	MANEX, WHS-RC
		Communication about risk is sporadic, unclear, or non-existent.	Resulting in mixed messages and inconsistency of treatment of risk	L	M	M	Regular and comprehensive risk communication processes exist, that are fully effective and broadly utilised.	L	SMT, GM, DMFA, WHS-RC
		Risk Management training and development opportunities are minimal or non-existent.	Poorly trained staff could lead to risk exposure for Council	L	M	M	Regular and effective Risk Management training and development opportunities are provided.	L	SMT, GM, DMFA, WHS-RC
COR 014	Risk Management Process	Risk identification processes exist but are ad-hoc and inconsistently applied.	Inconsistency could lead to risk exposure.	L	M	M	Consistent process for risk identification is in place and is fully integrated into all areas of the organisation.	L	MANEX, WHS-RC

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		▪ A process for risk assessment exists, but it is not consistently applied or fully comprehensive.	▪ Inconsistency could lead to risk exposure	L	M	M	▪ Develop a consistent and comprehensive approach to risk assessment, that is fully integrated into decision-making processes.	L	MANEX, WHS-RC
		▪ Risk treatment processes exist but are inconsistently applied and may not be comprehensive.	▪ Inconsistency could lead to risk exposure ▪ Not being comprehensive could lead to risk exposure	L	M	M	▪ There is a systematic and comprehensive approach to risk treatment, that is fully integrated into all decision-making processes.	L	MANEX, WHS-RC
		▪ There is little or no evidence of systematic risk monitoring.	▪ If there is no monitoring it is difficult to adopt improvement in the system	L	M	M	▪ Risk monitoring is regular and comprehensive and is fully integrated into decision-making processes.	L	SMT, GM, DMFA, WHS-RC
		▪ Risk considerations are not typically integrated into daily operations or decision-making.	▪ If there is no risk considerations integrated into daily operations and decision-making, it is difficult to control risks and adopt improvement in the system	L	M	M	▪ Risk Management practices are recognised and are being actively integrated into most of the organisation's operations.	L	MANEX, WHS-RC
		▪ Risk Management operates in isolation, often as a reactive measure. ▪ Risk considerations are often primarily safety focused.	▪ If risk is not managed strategically and integrated over all of Council's business provides opportunities for risk management failure.	L	M	M	▪ While risk considerations are currently factored into some decisions, the integration should be comprehensive.	L	MANEX, WHS-RC
COR 015	Systems and Data Management	▪ Risk Management data is inconsistently managed and there are no formal policies or procedures for data management in place.	▪ Not able to report and manage data across all of Council's business provides opportunities for risk management failure	L	M	M	▪ There are comprehensive policies and procedures for data management and that they are fully integrated and consistently applied across the organisation.	L	SMT, GM, DMFA, WHS-RC
		▪ There are no consistent information systems in place to support Risk Management data across the organisation.	▪ Not able to information systems across all of Council's business provides opportunities for risk management failure	L	M	M	▪ Information systems for Risk Management are implemented and used effectively in all areas, with a view to fully integrate across the organisation.	L	SMT, GM, DMFA, WHS-RC
		▪ The organisation does not currently use automation in risk management	▪ Not able to information systems across all of Council's business provides opportunities for risk management failure	P	N	L	▪ There is consideration to implement automation in Risk Management activities that is integrated across the organisation.	L	SMT, GM, DMFA, WHS-RC
COR 016	Continuous Improvement	▪ There are no formal metrics or measures in place to track the effectiveness of the Risk Management Program.	▪ No formal metrics of measurements provides no standardisation of risk limiting effectiveness of Risk Management Program	L	M	M	▪ There are clearly defined performance metrics and measures, that are integrated into the organisation's performance management system and are used consistently to drive improvement.	L	SMT, GM, DMFA, WHS-RC
		▪ No KPIs or performance reviews on RM activities.	▪ No KPIs or performance reviews provides no standardisation of risk limiting effectiveness of Risk Management Program	L	M	M	▪ Staff Key Performance Indicators (KPIs) and Risk Management activity reviews exist and are consistently applied.	L	SMT, GM, DMFA, WHS-RC
		▪ There is no systematic process for risk reporting.	▪ No systematic reporting provides no standardisation of risk limiting effectiveness of Risk Management Program	L	M	M	▪ A Risk Reporting process is in place, that is comprehensive, regularly implemented, and effectively communicated to all relevant stakeholders.	L	SMT, GM, DMFA, WHS-RC

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		Some audit and compliance activities exist, but they may not be systematic or comprehensive.	Ad hoc reporting and compliance activities don't deliver a robust improvement in Risk Management	L	M	M	A systematic process exists for audit and compliance, that covers all aspects of the Risk Management Program, and findings are effectively used to drive improvement.	L	SMT, GM, DMFA, WHS-RC
		No formal process in place for reviewing or improving Risk Management practices.	No formal process for reviewing and improving Risk Management practices provides no standardisation of risk limiting effectiveness of Risk Management Program	L	M	M	Regular reviews of Risk Management practices are conducted; feedback mechanisms are in place and employees are encouraged to provide input on Risk Management processes.	L	SMT, GM, DMFA, WHS-RC
		- Lessons from past incidents or risks are not documented or applied to future actions. - There's little to no feedback mechanism in place to learn from mistakes or successes	Not reviewing past incidents, feedback, documenting controls and future action reduces effective risk management.	L	M	M	Actively use past experiences or feedback to make documented changes and improvements to current risk processes	L	SMT, GM, DMFA, WHS-RC

ACRONYMS

GM	General Manager
DMFA	Divisional Manager Finance & Administration Services
DMES	Divisional Manager Engineering Services – (LEMO – Local Emergency Management Officer)
MHD	Manager Health & Development Services
IPM	Infrastructure Projects Manager
EA	Executive Officer to the Mayor and General Manager
TREAS	Treasurer
ACC	Accountant
LIB	Librarian
RIM	Roads Infrastructure Manager
FRSPM	Flood Restoration and Special Projects Manager
TSM	Town Services Manager
AM	Assets Manager
WHS/RC	Work Health Safety / Risk Co-ordinator
EDVM	Economic Development & Visitation Manager
SMT	Senior Management Team
MANEX	Management Executive