

Croydon Shire Council - Strategic Risk Register (updated at EMT workshop 13 August 2024)

No	Link to 2022-2027 Corporate Plan Strategies	Risk	Risk - long description	Cause	Consequence	Likelihood	Conseq. Level	Risk Rating review Nov 2022	Existing Risk Treatments	Likelihood	Conseq. Level	Risk Rating Review 13 Aug 2024	Effectiveness	Responsible Officer	Improvements	Records	
																Rating Nov 2020	Rating Nov 2014
	1.1 1.3 1.6 2.2 2.3 3.4 4.2 4.3 4.7	Lack of capacity, skills or capabilities to meet emerging needs of organisation	Potential for an organisation to face challenges or difficulties in adapting to meet demands in its operating environment due to lack of resources, expertise or competencies	-Remoteness -Shortage of skills within community -Lack of training opportunities -Limited succession planning -Changing needs in policy/legislation	-Inability to meet service needs -Increased use of consultants -Ineffective planning -Missed opportunities	3	3	M60	-Review of Position Descriptions -More Trainees engaged -Commitment to training (budget) -Multi skilling staff -In House training -Employ staff with significant life skills/experience in local government -Flexible/negotiated remuneration arrangements -Investing in staff housing and on-going -Consultants for specialised work	3	3	M60	Adequate	Leadership Team	-Review of Organisational Structure -Consider option of virtual employees	M60	M48
1	3.4	Inadequate compliance with WH&S systems	Potential for an organisation to fail in meeting the necessary legal and regulatory requirements relating to WHS laws and regulations	-Policies and procedures not adhered to -Lack of training -Complacency -Lack of trained personnel	-Impact on staff and community -Litigation -Financial loss -Loss of reputation - Death or serious injury	2	3	M52	-WH&S Management System in place -Training of staff -Personal Protection Equipment provided -Employed WH&S trainee -'Manager oversight to ensure compliance -'Safety included in Management Team meetings -Implementation of Plant Assessor -Audits - Internal & External	2	3	M52	Adequate	Leadership Team	Implementation of Skytrust	L44	L44
3	1.3 1.5 1.7 1.8 1.11 3.4 4.2 4.3 4.4 4.5 4.6 4.7 4.8	Potential for poor financial management	Possibility that organisation may encounter difficulties or challenges effectively managing its financial resources, weaknesses or deficiencies in systems	-Poor budget controls -Inadequate skills -Poor decisions -Over commitment to community service obligations -Lack of communication -Lack of Project Management Skills	-Qualified Audit -Budget blowouts -Loss of contracts or other related funding -Reputation, community backlash -Council not financially sustainable	2	2	L40	-Budget review quarterly and significant financial reporting -Suitably qualified professionals on staff -QTC financial model -Finance training (Councillors) provided external by QTC -CEO with financial experience -Internal audit function & committee Chaired by another Council representative -Prepared audit plan -Executive Team consults with workshops for large projects -Procurement Officer -Regional Contracts - FNQROC -Utilise experienced external Finance personnel -Project Management - Consultant based	2	2	L40	Adequate	Leadership Team	-Procurement opportunity and review supplier arrangements	L40	L40
4	1.2 3.3 4.3 4.5 4.6 4.7	Revenue levels fall significantly	Potential for a significant decline in organisation's revenue or income, arising when external factors or internal challenges, inability to generate revenue from other products, services or other sources	-Loss of major state government and other contracts. -Changes to Govt. Grants - NDRRA -Economic downturn -Aggressive tendering by external contractors -Failure to pay rates and other fees/charges -Loss of investment -Govt/funding membership	-Financial implications/loss -Reputation, community backlash -Reduction in staff -Depletion of plant and equipment	3	3	M60	-Strong relationship with Department of Transport and Main Roads and other Govt. Depts; -Active lobbying -Trained staff, modern well maintained equipment -Strong budget controls -Environmental scanning by Leadership Team -Lobbying Governments, 2 trips to Brisbane and 1 to Canberra annually	3	3	M60	Adequate	CEO Works Mgr Mayor		M60	L40

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5	1.10 4.9	Inability to effectively coordinate response to disaster	Unable to efficiently and effectively coordinate the response to a disaster or emergency situation	-Damage to Disaster Recovery Centre (IT infrastructure) -Major / prolonged loss of telecommunications -Lack of trained personnel -Failure of planning -Severity and type of disaster - eg: Flood, tropical cyclone, earthquake, storm surge, bushfire, tsunami, pandemic, major terrorism incident -Small Council with limited resource	-Potential loss of life -Financial loss -Delay in community recovery - public and/or private property damage/losses -Loss of reputation -Lack of communication -Uncoordinated response -Panic - Infrastructure damaged - service delivery -Loss of life -Health and safety of community	2	2	L40	-Local Disaster Management group holds regular meetings -Mitigation Study -Disaster Management Plan, regular reviews and updated -SES resourcing -RFS resourcing -Training exercises -Actioning Risk Management Plan -New Fire Truck obtained -Road crash crew trained -Cameras installed to check flood levels on specific roads and rivers	2	2	L40	Adequate	Leadership Team LDC LDMG Members	-BCP plan being developed -Installation of generators at - Water Treatment Plant Administration Office Lake water intake -Unmanned sites taken over by BOM -Emergency Services Expo -Radar "Dopplar" funding applied for	L40	L28
6	3.3 3.4	Failure of Corporate Business Systems	Potential for critical systems or processes within organisation experience disruptions, malfunctions or complete failures. Encompasses failure of various systems eg: CRMs, financial, core operating systems	-Disaster event - fire, flood etc -Poor physical security or system security -Data corruption -Failure to progress with technology -Power failure -Human error or malicious act	-Inability to conduct core business -Limited data for communications (eg emails, essential records) -Financial impacts	3	3	M60	-Regular system backups (stored on & off site at depot) -Security and System audits -On going maintenance -Updating equipment as required -Back up power - generator -Progress with new technology & equipment -Financial & Records systems -Training & Education -Starlink installed for emergencies -Engaged/utilise external quality IT firm	2	2	L40	Adequate	CEO Business Services Mgr Finance Mgr	-Moving to Cloud environment on 13 September 2024 -Develop BCP	L40	L40
7	1.7 1.9 3.3 3.4	Failure to deliver Council's essential services (water & waste)	Potential for local government to encounter difficulties or challenges, failure to effectively deliver or maintain necessary infrastructure, systems to provide clean water supply and proper waste management	-Major equipment failure -Disaster event - cyclone, flood -Failure by external provider (eg Ergon) -Compliance with regulations -Lack of resources -Aging of critical assets -Lack of maintenance and lack of planning	-Public health risk on residents -Loss of community confidence -Compliance failure, litigation -Environmental damage	3	3	M60	-Operational procedures -On going maintenance -Training staff - now have trainee -Asset Management Plans -Back up power systems -Updating equipment as required -Disaster Management Plans -Drought Management Plan -Butterfly North water supply available -Drinking Water Quality Management Plan -External consultant to review water system as required	2	3	M52	Adequate	Works Mgr		L40	L40
8	1.7 2.3 3.3 4.5	Critical Asset Failure	Potential for a significant malfunction, breakdown, loss of critical asset. Own resource, system or component that is essential to organisation's operations and ability to deliver products or services	-Aging of critical assets -Lack of planning	-Public health risk -Reputation loss -Financial loss	3	3	M60	-Asset Management Plans -Procurement officer employed -Inspection programs -Maintain a list of preferred suppliers -LGAQ website - Legislation Compliance Service & IPWEQ	3	3	M60	Adequate	CEO Works Mgr Finance Mgr	-Asset Management Plan to be updated -Develop BCP	L40	L40
9	3.2 3.4 4.2 4.8	Failure to comply with statutory and/or organisational obligations and responsibilities	Potential for organisation to fail in meeting its legal, regulatory and internal obligations and responsibilities - laws, regulations, industry awards, contractual agreements, policies and procedures	-Lack of consultation -Inadequate systems to capture an distribute information -Inability to change -Lack of resources -Amount of legislative change/compliance	-Financial exposure -Illegal action -Possible fines and breaches -Public image -State backlash -Community backlash	3	3	M60	-Training/Seminars/Regional forums & Conferences -Identify appropriate responsibilities and apply -Legal opinions -Audits - Internal & External -Suitably Qualified Professionals on staff -NWQROC & FNQROC member	2	3	M52	Adequate	Leadership Team	Continued training	L40	L40

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10	2.2 3.3 3.4 4.7	Failure to deliver on projects	Potential for an organisation to encounter difficulties or challenges in successfully completing and delivering large-scale projects within the defined scope, timeline, budget, and quality standards.	-Inadequate project management skills -Excessive commitments -Overruns/spending budget blowouts -Priorities and workload change -Loss of supply (eg chemicals from around the world)	-Loss of contracts -Loss of credibility -Reputation loss -Financial losses -Operational disruptions	2	2	L40	-Project management systems, planning & training -Dedicated resources -Contingency plans -Use of existing Corporate Knowledge -Risk Assessments on projects -Out source project management	3	3	M60	Adequate	Leadership Team	Project Management Training Upskill staff in additional responsibilities	L40	M48
11	2.1 2.2 3.1 3.3 3.4 3.5 4.1 4.2 4.3 4.4 4.7 4.8 4.9	Inability to effectively engage with Community	Potential for an organisation to encounter difficulties or challenges in effectively communicating, involving and building meaningful relationships with community members and address their needs, concerns and expectations	-Council lacks ongoing relationship with stakeholders -Lack of engagement skills/tools -Ad-hoc planning without considering the needs of other areas across Council -Poor processes and systems	-Inability to meet legislative requirements -Public image -Impacts on adopted objectives and priorities -Fragmentation of the organisation -Loss of staff -Loss of confidence by community	2	2	L40	-Bush Telegraph -Senior Management Leadership Team -Training and opportunities for improvement provided -Developed an engagement with TAGALAKA people -Regular internal meetings across organisation -Policies and procedures -Project specific community meetings -Email list to all property owners/third party information -Precinct Planning -Whisper SMS -Community Facebook, website and noticeboards	2	2	L40	Adequate	Leadership Team		L40	L40
12	3.2 3.3	Political influence impacting on operational management of organisation	External political factors or pressures to interfere with or influence the day to day operations, decision making or strategic direction. Can result in sudden changes or disruptions causing delays, impacting productivity and financial performance	-Small Council -Community conflict of interest	Confidentiality issues	4	2	M56	-Further delegation to CEO where involving conflict (due to small community) -Councillor training -Councillor briefings -LGAQ EMU training	4	2	M56	Opportunity for Improvement	CEO	On going training	H68	New risk
13	1.1 1.2 1.5 1.10 1.11 2.4 3.5 4.1 4.9	Ineffective undertaking of lobbying and advocacy	Potential for an organisation to encounter challenges or difficulties in effectively advocating for its interests, influencing public policy, or engaging with policymakers and stakeholders to achieve desired outcomes. Ineffectiveness may result in missed opportunities for collaboration and can limit Councils ability to build alliances with partnerships and all levels of government	-Council lacks ongoing relationship with stakeholders -Inadequate community consultation -Lack of skills / training -Lack of planning -Non participation in executive government forums	-Missed opportunities -Failure to represent community adequately -Inability to deliver core services due to Lack of funding -Increased pressure on ratepayers -Economic, social and demographic welfare misrepresented -Cost of water -Cost of airfares to capital city	3	3	M60	-Informal lobbying strategy -Strategic prioritisation list of projects -Support of training and networking opportunities -Executive support of strategic objectives -Increased councillor awareness -Officers alert councillors to opportunities -FNQROC Mayoral delegations -Advocate for decentralisation to encourage people to live in regions -Promoting through "Liveability Jobs" program	3	3	M60	Opportunity for Improvement	CEO		M60	New risk

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14	1.2 3.3 4.3 4.4 4.5	Loss/reduction in external government funding	Potential to experience a decrease or complete loss in financial support, funding to support operations, programs or projects	-Aggressive tendering by other contractors -Flow-on effects from Economic downturn - Loss of Federal/State grants (eg FAGS) -Loss of contract work -Natural disaster (eg drought) -Failure of community to pay rates/fees and charges -Loss of major State government and other contracts (eg QRA)	-Financial implications/Loss -Reduction in service levels -Depletion of plant and equipment (assets) -Reduction in maintenance -Reputation for council -Loss of employees due to reduction in funding	3	3	M60	-Strong budget controls -Well managed own-source revenue -Strong current Financial position provides Financial buffer and time to adjust service levels -Strong relationship with other source income suppliers -Lobby through FNQROC & WQROC with Brisbane and Canberra	3	4	H72	Opportunity for Improvement	Leadership Team	Financials - too reliant on grant funding therefore explore other sources of revenue	M60	New risk
15	1.7 1.11 2.4	Climate change driven impacts on Council programs and services	Adverse effects that climate change can have on the ability of Council to deliver its programs and services effectively. Risks arise from physical, environmental and socio-economic changes - extreme weather events, rising sea levels	-Heat related impacts on assets or infrastructure -Increased erosion -Changes in frequency or intensity of severe weather events -Regulatory changes -Lack of adequate climate change adaptation planning and implementation	-Infrastructure, property or asset damage or loss -Reduced asset life -Changes in maintenance required for infrastructure and assets -Harm to workers and public health/safety -Cost and budgetary pressure including interference with planned programs and service delivery -Reputation damage -Pressure on natural systems, ecology and biodiversity	3	3	M60	-Monitoring/gauging stations installed on rivers - Cooperation with Bureau of Meteorology (BOM), with data -Revision and adoption of existing flood study -Use of rain data -State Govt. predictions incorporated into planning scheme -Further implementation of the Coastal and Inland Flood Hazard Adaptation Strategy -Radar business case for weather predictions -Heat resistant paint on buildings and water tanks -Ensure suitable PPE -Suitable drinking water bottles provided	3	3	M60	Opportunity for Improvement	Leadership Team	-Community education and awareness program -Propose to undertake an audit of important stormwater asset data and plans which currently exist -Investigate overlays of data to see impacts of flooding across community	M60	New risk
16	2.3	Damage to natural environment of Council managed services	Potential harm or negative impact on the natural environment resulting in councils management of biodiversity activities, infrastructure, policy, ecosystems, pollution and/or contamination. Can also have negative impacts on water quality, soil erosion and land degradation	-Lack of organisational responsibilities -Lack of knowledge of standards -Poor decision making -Poor operational controls	-Adverse publicity -Penalty, fines -Degradation of environment -Serious impact on natural environment -Impact on water supply -Financial loss -Loss of reputation	4	4	H80	-Environmental management -Knowledge of requirements and current controls in operational areas -Lake - no construction work permitted -FNQROC Waste Resource & Recovery Plan -Metal collection process -Engaged Pest Officer	3	3	M60	Adequate	Leadership Team	-Use of consultants and specialist advice -Monitoring controls -Expand Containers for Change program	L40	New risk
17	3.5	Poor relationships with other levels of Government	Potential negative consequences that can arise if a Council has a strained or ineffective relationship with higher levels of govt. May be lack of collaboration, communication or cooperation between the different levels	-Previous non compliance -Communications channels not being adhered to -Lack of effort into building relationships -Lack of skills/training on communicating with governments	-Missed opportunities -Reduced efficiency in key areas -Impacts on adopted objectives and priorities -Reduced funding -Increases the difficulty of conducting/developing business -Loss of reputation -Poor public image	2	2	L40	-Participate and lobbying in regional forums and networks (eg NWQROC or FNQROC) -EMT leadership -Defined communication strategy with Councillors -Establish relationships with other councils (strengthen position)	2	2	L40	Adequate	Leadership Team		L40	New risk

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18	1.8 4.9	Failure to meet public health standards and environmental health requirements	Potential negative consequences when Council does not meet the established standards and requirements related to public health. Not adequately addressing or failing to comply	-High turnover of skilled employees -Undefined timeframes (particularly regarding landfill (cell liners) making planning difficult -Lack of Financial resources -Apathy / denial of environmental issues -Poor operational control	-Penalty, fines -Adverse publicity -Health impact on residents -Financial loss -Reputation for Council	2	3	M52	-Suitably qualified staff as required -Training for staff -Policies -Food shop inspections -Management of environmental Risk Assessments (ERA) -Investigation of environmental incidents -Redesign RDS & culverts -Regulator/Qld Health -Water Quality Management Plan	3	2	M48	Opportunity for Improvement	CEO Works Mgr Business Services Mgr		M60	New risk
19	3.2	Fraud, Corruption and unethical conduct	Potential that can arise with individuals within an organisation, Council, engaging in fraudulent, corrupt or unethical behaviour. Lack of integrity, transparency or accountability	-Lack of knowledge with internal controls and/or confidentiality standards -Loss of critical staff -Poor Management focus on internal controls -Mischievous behaviour -Outsourcing of work to consultants and then not managing their conflict of interest issues -Inappropriate use of information -Poor governance	-Financial impacts -Reputation for Council -Litigations -Disruption to operations -Staff morale	3	2	M48	-Fraud & Corruption Prevention Policy & control Plan -Internal & External audits -Public interest Disclosure Policy and Procedure Guideline -Party related transactions -Effective systems of Financial delegations -Effective internal audit function (eg: monitoring cash handling; Stores items) -Procurement Policy -Centralised Purchasing Officer -Compliance with statutory requirements to report Fraud -Code of Conduct -Annual fraud and corruption risk assessments -Register of small plant	3	2	M48	Opportunity for Improvement	Leadership Team	Annual refresher training for staff	M48	New risk
20	3.3 4.4 4.5	Destruction of Heritage Buildings	Intentional or unintentional damage, loss or demolition of buildings that hold significant cultural, historical or architectural value. May also arise from neglect, vandalism or lack of proper maintenance.	-Disaster event (eg flood, cyclone, fire) -Lack of maintenance and lack of planning -Inappropriate maintenance and not adhering to Heritage practices -Poor budget allocation	-Public Image -Political backlash -Damage to integrity of Heritage buildings -Loss/decline of tourism to community -Financial loss	1	5	H68	-Heritage management plan in place -Clear budget allocation in place -Budgeting for future upgrades -Actively pursue for Heritage funding -Regular inspections -Regular maintenance -CCTV installed -Additional lighting -Regular pest inspections	2	5	H76	Adequate	Leadership Team			
21	1.7 1.10 2.4 3.1 3.2 3.3 3.4 4.9	Cyber Security (Inadequate ICT Cyber security management failure)	Unauthorised access, use, disclosure, disruption or destruction of digital information and computer systems. May compromise the confidentiality, integrity and availability of data and technology infrastructure	-Potential to cause disruption and/or loss of critical information -Damage to IT infrastructure -Major/prolonged loss of telecommunications -Lack of trained staff and/or third party hosted infrastructure does not comply -Lack of ongoing training of staff	-Interference or failure in delivery of planned projects -Data/record loss or uncertainty -Legal liabilities -Financial costs -Reputation -Loss of community confidence				-ICT network and software regularly updated and latest security upgrades -On-going cyber fraud phishing reviews, training -Security information solutions provided by external agency under contract -Insurance coverage for Cyber & Network security -On board with CS-ISAC Security subscription (provided by LGAQ/LGMS)	3	3	M60	Opportunity for Improvement	Leadership Team	ICT BCP in place and tested		