

Shire of Nannup Risk Register

Ref #	Title / Heading	Category	Risk Description, Cause & Consequence	Likelihood	Impact	Inherent Risk Rating	Risk Strategy	Mitigating Actions	Likelihood	Impact	Residual Risk Rating	Risk Owner	Critical	Open	Closed	Related Ref #
													Review Date	Status	Date Closed	
R001	Council and or Executive loss, Diversity and Succession.	Strategic	Loss of key Council & Executive Members who have fundamental understanding and knowledge and provide continuity of Nannup. Loss of diversity on the Council and within the organisation to ensure the breadth of services are available for the Community. Inadequate succession planning that impacts the leadership of the organisation. Consequence - Strategy delivery impacted.	Unlikely	High	Moderate	Reduce	Complete knowledge transfer where applicable to ensure organisation can operate without single points of failure. Look to implement a continuity plan for key roles. Monitor Staff turnover and culture. ELT maintains high levels of cross-communication.	Unlikely	Medium	Sustainable	Council and CEO	16-Mar-24	Open		
R002	Revenue to Remain Solvent	Finance	Inadequate revenue to remain solvent, Availability of appropriate funding for growth of capacity and capability. Consequence - Government Intervention - amalgamation.	Possible	High	Moderate	Avoid	Ensure Nannup's Financial Ratios meet benchmarks.	Possible	Medium	Moderate	CEO - Council	16-Mar-24	Open		
R003	Poor Safety Practices	Compliance	Failure to implement and adhere to effective safety and management practices. Consequence - Fatality (Community/Staff), significant accident, LTIs.	Possible	Serious	Severe	Reduce	Undertake safety system Audits regularly Train Staff Undertake independent LGIS evaluations. Contractor Safety Inductions provided. Implementation of SkyTrust	Unlikely	Medium	Sustainable	CEO/Executive Team - Council	16-Mar-24	Open		
R004	Regulatory Compliance	Compliance	Nannup does not comply with the appropriate legislative (Act/Regulation) compliance. Consequence - government intervention, Inquiry, reputational damage.	Unlikely	High	Moderate	Reduce	Maintenance of good corporate governance and monitoring of regulatory compliance requirements. Conduct system Audits Purchasing appropriate insurance to protect directors and volunteers.	Unlikely	Medium	Sustainable	CEO/ Executive Team	16-Mar-24	Open		
R005	Loss of State and Federal Grants	Finance	Inability to deliver expected services due to variation, change or withdrawal of Federal/State Government funding. Consequence - Loss of services to the community.	Unlikely	High	Moderate	Avoid	Lobby Strategy for Local State and Federal MPs	Unlikely	Medium	Sustainable	CEO - Shire President	16-Mar-24	Open		
R006	Governance	Strategic	Inability to fund and fulfil additional requirements from State Government devolvement of responsibility Consequence - Service disruption	Possible	High	Moderate	Avoid	Involvement in pilot projects Lobbying at Local Government level and at WALGA level	Possible	Medium	Moderate	CEO - Shire President	16-Mar-24	Open		
R007	Maintain Income	Finance	Inability to meet community expectations of Shire's services, levels of engagement and/or public infrastructure Consequence - Nannup Rate rises, Inability to deliver services - Unsustainable Local Government.	Unlikely	Serious	Severe	Reduce	Lack of stakeholder and community trust and respect Complaints Disharmony Reduction in community involvement	Unlikely	Medium	Sustainable	CEO	16-Mar-24	Open		
R008	Value Proposition obsolescence	Reputational	Nannup's value within the Community has diminished due to costs and rate rises, lack of Service provision or inability to represent stakeholders. Consequence - Risk is to relevance and organisation's Value Proposition and reputation in Community.	Possible	High	Moderate	Avoid	Invest in updating and re-marketing Nannup with existing users and wider community. Look at partnering with other similar organisations to assist in the marketing. Obtain advocates for Nannup to assist in the marketing.	Unlikely	Medium	Sustainable	CEO - Council	16-Mar-24	Open		
R007	Cyber Security	IT	Unauthorised, fraudulent or inadvertent access or release of customer or business information from within the organisation; • Stored outside the organisation (cloud computing / remote storage); • From mobile devices Consequence - loss of Nannup personal and business information. Loss of Nannup files and knowledge base.	Likely	High	Severe	Reduce	Ensure sufficient security and password policy is implemented. Access files and all Nannup confidential information is managed and monitored and access is restricted through central management. Financial files and banking details are stored securely and financial management accounting is managed through secure banking apps/services. Consideration into insurance.	Unlikely	Medium	Sustainable	Executive Manager Corporate Services	16-Mar-24	Open		
R008	Poor Information Technology Systems	IT	Failure to maintain contemporary information technology capabilities leads to sub optimisation of potential productivity improvements and not meeting changing stakeholder expectations Consequence - Inefficient use of data and knowledge, communication and links to Community lost.	Likely	Medium	Moderate	Reduce	Develop an IT strategy that will enable and support Nannup's needs. This will encompass elements to ensure continuity, shared access of systems/applications and capability.	Possible	Medium	Moderate	Executive Manager Corporate Services	16-Mar-24	Open		
R009	Business Continuity	Operational	Nannup needs to continue to operate in a crisis or prolonged outage due to infrastructure failure, major event or pandemic. Consequence - Inability to operate in a disaster or organisational crisis - can meet community demands.	Unlikely	Serious	Severe	Reduce	Implementation of Contingency Plan enables the organisation to operate in all crisis environments. Crisis management plan in place Review and test Continuity Plan regularly IT systems setup to have remote access	Unlikely	Medium	Sustainable	Executive Manager Corporate Services	16-Mar-24	Open		
R010	Governance	Strategic	Inadequate levels of corporate governance applied to the management of the organisation. This includes policies, procedures, ethics and probity and fiduciary leadership. Consequence - Governance failure - Government Intervention, inconsistent application to community of service outcomes, poor project management.	Possible	Serious	Severe	Reduce	Regularly review Council and Administration Policies, train staff, undertake regular system audits. Complete annual Compliance Returns (CARs) Undertake Reg 17 Reviews.	Unlikely	High	Moderate	CEO - Council	16/03/2024	Open		
R011	Liability due to Negligence	Legal	Risk to organisation through a failure of Council, CEO, executives and staff members being negligent in their duties - lack of duty of care. Consequence - Nannup Shire or individuals could be held liable, extensive court costs - damages.	Possible	Serious	Severe	Reduce	Legal advice is to be sought on any conflict that may risk the organisation and its brand. Take out appropriate Insurance (note cannot insure for action in bad faith).	Unlikely	Medium	Sustainable	CEO/Executive Team	16/03/2024	Open		

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R012	Working Outdoors (general) - Conducting inspections - Undertaking maintenance - cleaning. - Working Alone	Operational	Exposure to extreme temperatures Exposure to UV rays / sun Inclement weather (rain/wind/storms) Exposure to Insects, Fauna Fauna (e.g. snakes, ticks, insects and other vermin or native animals) Consequence - Serious accident/incident.	Likely	High	Severe	Reduce	Appropriate clothing - Protective Equipment (PPE) Appropriate planning of tasks to minimise manual handling and heat/UV risks (e.g. adequate rest breaks, sharing the work/job rotation, undertake physical tasks earlier in the morning Hydration Monitor weather conditions and minimise the need to work in inclement weather First aid trained Workers and equipment	Possible	Medium	Moderate	Manager Infrastructure	16/03/2024	Open		
R013	Council Not Cohesive and Collegiate	Strategic	Lack of cohesive Council (Elected Member to Elected Member dysfunctionality) or between Council and Administration Consequence - interaction results in suboptimal outcomes and reputational damage, or DLGSC Intervention, inquiry.	Possible	Serious	Severe	Avoid	Code of Conduct implementation. Advice and assistance from the Department of Local Government Elected Member Information Sessions Elected Member induction and orientation Elected Member training Annual Elected Member survey Local Government Act and Regulations - Rule of Conduct, Standing orders. Agenda Briefing and Council processes Contact protocols	Unlikely	High	Moderate	Council, President, CEO	16/03/2024	Open		
R014	Strategic Partners DBCA	Strategic	Inability to influence Department of Biodiversity, Conservation and Attractions activities, management and usage of their land that is 87% of the Shire Consequence - This has ramifications on meeting SoN strategic imperatives including maintaining relevance in the marketplace and revenue sources.	Likely	Medium	Moderate	Avoid	Lobby Strategy For DBCA	Unlikely	Low	Sustainable	CEO - Shire President	16-Mar-24	Open		
R015	Infrastructure Service Levels	Operational	Inability to meet community expectations of Shire's services, levels of engagement and/or public infrastructure, Asset ratios critical. Consequence - Nannup Rate rises, Inability to deliver services - unsustainable Local Government.	Possible	Medium	Moderate	Reduce	Community information Community surveys Media releases Newspaper advertisements Mail drops Council Action Plan Reporting on Community Strategic Plan	Possible	Medium	Moderate	Manager Infrastructure	16-Mar-24	Open		
R016	Loss of Data and Records	IT	Nannup's files are deleted/lost due to catastrophic technical failure, or accidental deletion. Consequences - We don't have access to signed agreements to cover ourselves in case of litigations Consequence - critical files for operations and strategy are lost and unrecoverable.	Remote	Serious	Moderate	Avoid	Ensure all critical files are identified and their storage and retention managed. Create a records management policy and ensure all critical records are identified and their storage and retention managed	Remote	High	Sustainable	Executive Manager Corporate Services	16-Mar-24	Open		
R017	Failure to Manage Contractors	Operational	Failure to have adequate policies and procedures that protect Shire from poor contract management. Consequence - Contractor do not understand their responsibilities with respect to WHS and injuries may result, or poor service delivery, financial loss.	Possible	High	Moderate	Reduce	Contractor onsite are briefed on their responsibilities to act in a safe manner. Implement good project management processes. Ensure site based inductions are completed, as part of undertaking. Ensure PI and PL insurance is up to date/current/in force. Ensure adequate supervision is in place	Unlikely	Medium	Sustainable	Executive Management Team	16-Mar-24	Open		
R018	Failure to Identify and Treat Contaminated Sites	Compliance	Failure to identify and treat contaminated sites throughout Nannup. Consequence - Major compliance issue and legal liabilities.	Unlikely	High	Moderate	Reduce	Continued investigation and management of legacy contaminated sites Budget allocation and reserve holdings in the Long Term Financial Plan Environmental Improvement Plan (EIP) Contaminated site register	Possible	Medium	Moderate	Manager Infrastructure	16/03/2024	Open		
R019	Workplace Treats, violence, Harassment	Operational	Workplace threats or events like irate customer antisocial behaviour, bomb threat, armed hold up Consequence - Staff serious injury, stress leave, workers compensation, prolonged impact.	Likely	Medium	Moderate	Reduce	Staff customer training. Intervention policies. Customer complaint management processes, policies and training	Unlikely	Medium	Sustainable	Executive Management Team	16/03/2024	Open		
R020	Community Health Event	Operational	Food poisoning in community caused by commercial operator. Consequence - Legal liability and negative media.	Unlikely	Low	Sustainable	Reduce	Employment of qualified EHO staff Commercial Premises regular audit program. Swimming Pool audits	Unlikely	Low	Sustainable	CEO/ Executive Team	16/03/2024	Open		
R021	Negative Media Campaign	Reputational	Targeted media campaign by various media or minority groups with concerted distortion of events to present a given negative image scenario. Ongoing community objection to Council decision. Consequence - Staff distracted and not concentrating of the business, reputational damage.	Possible	Medium	Moderate	Avoid	Media Training Social Media Management Inhouse expertise obtained	Possible	Low	Sustainable	CEO - Shire President	16/03/2024	Open		
R022	Workforce Capability and capacity	Strategic	Inability to attract needed Human Resources with appropriate skills and capabilities to support the Shires operations. Consequence - workforce skills do not match align with current and future needs.	Possible	High	Moderate	Avoid	Skills matrix regularly reviewed. Outsource where required Succession Planning	Possible	Low	Sustainable	CEO / Executive Team	16/03/2024	Open		
R023	Project Management	Operational	Lack of project management caused by lack of capability, responsible officer competing demands, silos across organisation. Consequence - Project cost and timeline blow-out, project decision delays, Council/Community dissatisfaction.	Possible	Medium	Moderate	Avoid	Project Plans Performance Reporting Training in Project Management Outsource expertise when required	Possible	Low	Sustainable	Manager Infrastructure	16/03/2024	Open		



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R024	Waste Management	Strategic	Inability to collect or dispose of Waste, strike, Staff Turnover, Fuel shortage environmental damage. Consequence - Health Issues, Council/Community dissatisfaction.	Unlikely	High	Moderate	Avoid	Waste Management Plan Environmental Management Plan Contingency plan in place	Unlikely	Medium	Sustainable	Manager Infrastructure	16/03/2024	Open		
R025	Poor Procurement Practices	Finance	Poor procurement practices, Poor RFT/RFQ practices, non-compliance with purchasing processes. Consequence - Fraud, OAG negative audit, legal liability.	Possible	High	Moderate	Avoid	Purchasing Policy and procedures in Place Staff trained Delegations in Place Separation of roles. Controls audits	Unlikely	Medium	Sustainable	CEO and Executive Management Team	16/03/2024	Open		
R026	Natural Environment	Finance	Failure to adequately fund and resource natural environment (e.g. bushland rehabilitation and maintenance) results in environmental damage and threatens the integrity of Shire assets and infrastructure Consequence - Future Financial liability, Environmental damage, Council and Community dissatisfaction.	Possible	High	Moderate	Avoid	Asset Management planning, Natural area management Plans Friends Groups Support	Possible	Low	Sustainable	Manager Infrastructure	16/03/2024	Open		
R027	Fraud	Finance	Major fraud or theft acts result in impact on financial streams and reputational damage Consequence - Loss of revenue, legal liability and reputational damage.	Possible	High	Moderate	Avoid	Fraud and Corruption Policy and Management Plan Public Interest Disclosure Strong procedures Cultural encouragement staff to report misconduct Segregation of duties Delegated authorities Primary annual returns for staff and Elected Members Gift reporting for staff and Elected Members Internal and external audit processes Compliance calendar State government legislation for CEO to undertake a review of system processes	Unlikely	Low	Sustainable	CEO - Council	16/03/2024	Open		
R028	Human Resources	Operational	Industrial unrest Consequence -leading to an inability to provide products and services.	Possible	High	Moderate	Avoid	Competitive pay and conditions Organisational Salary Review (OSR) process Reward and Recognition processes Flexible working arrangements (Work-life balance) Proactive employment conditions Grievance processes and procedures Employee opinion survey (Staff Satisfaction Survey) Safe workplace and positive work environment	Unlikely	Medium	Sustainable	CEO, Executive Team	16/03/2024	Open		