

Risk Register

| | | | | | | | | | Inherent Risk | | | Controls | | Residual Risk | | | Additional controls |
|-----------------------------|---------|--------------------------|-----------|---------------|--|--|---|---|---------------|----------------|----------------------|--|-------------------------|---------------|----------------|----------------------|--|
| Date of risk identification | Risk ID | Strategic Plan Reference | Risk Type | Risk Category | Risk Description | Consequence Type(s) | Risk Owner | Causes | Consequence | Likelihood | Inherent Risk Rating | Description | Overall Controls Rating | Consequence | Likelihood | Residual Risk Rating | Further treatment required (if residual risk rating is not acceptable) |
| 9-Aug-22 | SR4 | Goal 4.3.1 | Strategic | IT | Failure to invest and maintain effective technology systems resulting in missed opportunities, cyber security breaches and adverse impact to service delivery. | Reputation/ Brand Financial Service Delivery Information Technology Environmental Asset & Infrastructure | Director Corporate & Community Services | 1. Lack of budget 2. Lack of resourcing (including attracting and retaining skilled resources) 3. Lack of understanding/ knowledge/ appreciation of the value (business critical function)/ understanding of the consequences 4. Frequency/ pace of change in the technology space 5. Not having effective partnerships in place 6. Limited local suppliers or support | Catastrophic | Almost Certain | Extreme 25 | 1. Regular reviewed ICT strategy in place 2. ICT expertise (position identified in structure) 3. Membership/ partnership in place (G3/G2) 4. Security software in place 5. Current Service Agreement in place with external provider which sets out expectations for service delivery & includes KPI's 6. Training and provision of resources occurs for new technology | Partially Effective | Major | Possible | High 18 | 1. Annual penetration testing Y4. 2. Review/ update the service agreement to ensure it reflects current & relevant service requirements. 3. Security software in place |
| 9-Aug-22 | SR9 | Goal 4.1.1 | Strategic | Financial | Changes in State/Federal Government strategic and/or funding priorities may impact Councils strategic objectives and service delivery. | Financial Asset & Infrastructure Reputation/ Brand Service Delivery Governance, Legal & Compliance Environmental | Chief Executive Officer | 1. Change in government and their priorities 2. Reduction in funds available for distribution to local government 3. Disaster/Natural events impact state or nation 4. Demographics and population change 5. Downturn in economy 6. Changes in grant priorities by state or federal government | Major | Almost Certain | Extreme 23 | 1. Follow LTFP and IAMP 2. Lobby for funding from federal and state government and independent sources 3. Change priorities as soon as made aware of potential external policy changes. 4. Investigate alternative revenue streams or sources when reviewing/ updating plans/ strategies | Partially Effective | Minor | Almost Certain | High 18 | 1. Rally for Riverland - further develop and commence implementing the advocacy tool kit |

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| 9-Aug-22 | SR1 | Goals 4.2.1; 4.4.1 | Strategic | Governance/ Legal/ Compliance | Significant demands of legislative compliance may result in inadvertent breaches resulting in unnecessary legal costs and reputation damage. | Reputation/ Brand Financial WHS Governance, Legal & Compliance | Chief Executive Officer | 1. Lack of compliance oversight 2. Lack of resources 3. Volume of change, multiple legislative obligations 4. Staff turnover, inadequate succession planning 5. Inadequate systems (e.g. lack of consistent process to identify and enact changes in legislation) 6. Lack of accountability 7. Inaccurate or lack of advice from government or peak bodies 8. Lack of skills & knowledge of legislative requirements/ maintaining knowledge of new/amended legislation 9. Inadequate training & development of staff and members to address compliance matters 10. Legislative responsibilities not clearly defined in policy or process 11. Incorrect delegations | Major | Likely | High 21 | 1. All changes to legislation as updated by the LGA circular are reviewed and actions are allocated to relevant functions depending on the nature of the changes. All actions are documented and followed up on a weekly basis based on priority. 2. Recruitment/ position descriptions etc. 3. TNA and training plan in place – monitored 4. Membership with LGA to provide support and updates 5. Policy Framework is in place which is monitored for currency as scheduled 6. Delegations are reviewed and updated as legally required | Partially Effective | Major | Unlikely | Medium 14 | |
| 9-Aug-22 | SR8 | Goal 2.1.2 | Strategic | Financial | Council are unable to adapt and respond to significant changes in local economic conditions, (e.g. significant loss or gain of industry, decline or growth of population,) and provide services and facilities that either fail to meet the community's needs or do not attract and/or retain permanent residents | Financial Reputation/ Brand Governance, Legal & Compliance Asset & Infrastructure Service Delivery | Chief Executive Officer | 1. Lack of resources (Inc. budget, people) 2. Lack of understanding/expert knowledge 3. Lack of financial planning 4. Lack of industry engagement 5. No economic development strategy in place 6. Lack of Industry diversity 7. Increasing climate impact 8. Lack of business advocacy | Catastrophic | Likely | Extreme 24 | 1.Economic development resources and strategy 2.Close relationships with State and Federal Governments 3.Link between long term strategic documents 4.Councils close relationships with industry | Effective | Moderate | Possible | Medium 13 | 1.Review and update economic strategy |

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| 9-Aug-22 | SR10 | Goal 3.3.1 | Strategic | Asset/ Infrastructure | Inadequate management and/or maintenance of community infrastructure resulting in asset failure, shortened asset lifecycle and additional unforeseen costs | Asset & Infrastructure Financial Service Delivery Community Health & Wellbeing Information Technology Reputation/ Brand | Director Infrastructure & Environmental Services | 1. Lack of resources (Inc. budget & people); 2. No formal inspection schedule in place; 3. Not appropriately prioritising maintenance requirements; 4. Lack of planning; 5. Inadequate Asset Management Plan; 6. Conflicting priorities 7. Lack of knowledge/ skills; 8. Limited local suppliers or contractors | Catastrophic | Possible | High 22 | 1. Ensure all assets are developed are fit for purpose 2. Current IAMP in place which links to the budgeting process 3. LTFFP in place 4. Undertake asset condition assessments | Effective | Moderate | Possible | Medium 13 | 1. Review and report on customer complaints and requests (with information used when reviewing/updating strategic management plans). 2. Continue asset condition assessments |
| 9-Aug-22 | SR6 | Goal 4.2.1 | Strategic | Financial | Council's strategic outcomes and goals are not adequately aligned with the needs of our community to provide the services and infrastructure required to support/ provide required economic, social, environmental and cultural opportunities. | Reputation/ Brand Financial Asset & Infrastructure Service Delivery Community Health & Wellbeing Environmental Cultural Heritage | Chief Executive Officer | 1. Lack of effective engagement, consultation with community and stakeholders 2. Ability to interpret the data and trends 3. Lack of process to capture and plan for changes to long term trends 3. Straying outside the role of local government 5. Council and staff turnover (key knowledge/skills lost) | Major | Likely | High 21 | 1. Strategic framework (including Community Plan and Corporate Plan) based on long term strategic data analysis 2. Suite of strategic plans in place which align to each other 3. Corporate scorecard in place 3. Community engagement policy in place 4. Project management framework in place (which captures community engagement requirements) | Partially Effective | Moderate | Unlikely | Medium 9 | |
| 9-Aug-22 | SR7 | Goal 2.1.3 | Strategic | Financial | Council is unable to make sufficient land available to meet the demand for Renmark's growth, which negatively affects the viability of the town, resulting in Council being unable to deliver on the sections of the Community Plan that are geared to supporting an expanding population. | Financial Reputation/ Brand Governance, Legal & Compliance Asset & Infrastructure Service Delivery | Chief Executive Officer | 1. Inadequate land use planning 2. Population growth 3. Pent up demand 4. Land owners not understanding what they can do and how to do it (e.g. sub dividing/ developing) 5. Legal & financial complexity to bring land to development 6. Cost of land in region compared to metro area - returns are not as high so not as enticing | Major | Likely | High 21 | 1. All available land has been mapped 2. Proactive economic development function in place 3. Land Development Incentive Program in place (need to improve marketing) 4. Creating partnerships to unlock land (e.g. Housing SA, developers etc.) | Partially Effective | Moderate | Possible | Medium 13 | 1. Jane Eliza Masterplan in place 2. Development of the regional plan 3. Improve the marketing for the Land Development Incentive Program 4. Identify & undertake the work required in the creating partnerships to unlock land (e.g. Housing SA, developers etc.) |

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| 9-Aug-22 | SR2 | Goal 4.4.2 | Strategic | People | Council are unable to attract and/or retain specialised / key staff and/or contractors with the skills, knowledge, capability and commitment to deliver on its strategic outcomes and goals resulting in reputation damage. | People Reputation/ Brand Financial Service Delivery Governance, Legal & Compliance | Director Corporate & Community Services | 1. Demographics of the region (e.g. rapidly ageing community profile) 2. Prosperous industries (outside of Council) may draw people away from the region 3. Housing availability 4. Attractiveness of wages/conditions 5. Changes in legislation (e.g. planning)/complexity of compliance 6. Location - Proximity to the city and services 7. Lack of growth opportunities/career development 8. Lack of tertiary &/or other pathways 9. Stereotype of Council workers 10. Potential negative relationships between elected members and staff 11. Inability to recognise how someone can make an impact/ reward & recognition | Major | Likely | High 21 | 1. Externally facilitate recruitment of key/ specialised positions 2. Promotion of Council branding - employer of choice 3. Employment conditions/ arrangements, e.g. flexible working arrangements, (time, location), EAP in place, regular reviews of enterprise agreement, Developing and maintaining a positive Business culture 4. Training needs analysis and training plan (opportunities for furthering career) 5. Work/ mentoring with the local high schools 6. Proactive approach with training for further education (internally) 7. Quarterly & annual Core Value Awards | Partially Effective | Moderate | Possible | Medium 13 | 1. Develop a Workforce Plan |
| 9-Aug-22 | SR6 | Goal 4.2.1 | Strategic | Financial | Council's strategic outcomes and goals are not adequately aligned with the needs of our community to provide the services and infrastructure required to support/ provide required economic, social, environmental and cultural opportunities. | Reputation/ Brand Financial Asset & Infrastructure Service Delivery Community Health & Wellbeing Environmental Cultural Heritage | Chief Executive Officer | 1. Lack of effective engagement, consultation with community and stakeholders 2. Ability to interpret the data and trends 3. Lack of process to capture and plan for changes to long term trends 3. Straying outside the role of local government 5. Council and staff turnover (key knowledge/skills lost) | Major | Likely | High 21 | 1. Strategic framework (including Community Plan and Corporate Plan) based on long term strategic data analysis 1. Suite of strategic plans in place which align to each other 2. Corporate scorecard in place 3. Community engagement policy in place 4. Project management framework in place (which captures community engagement requirements) | Partially Effective | Moderate | Unlikely | Medium 9 | |
| 9-Aug-22 | SR3 | Goal 4.2.1 | Strategic | Financial | Failure to adapt to the change in demographics in the region may adversely impact Council's long term financial sustainability and/ or lead to missed opportunities. | Financial Reputation/ Brand Community Health & Wellbeing Service Delivery | Chief Executive Officer | 1. Lack of awareness 2. Lack of resourcing 3. Ability to interpret the data and trends 4. Lack of process to capture and plan for changes to long term trends | Moderate | Likely | High 17 | 1. Strategic framework (including Community Plan and Corporate Plan) based on long term strategic data analysis | Effective | Minor | Unlikely | Low 5 | 1. Investigate the opportunity for an external provider to analyse and present region specific data to assist with the review of the Community Plan 2. Review Community Plan and strategic directions |