

# Shire of Quairading Risk Register

October 2022

Risk Id	Description of Risk (Risk Statement)	Impact (consequences)	Likelihood	Consequence	Rating/Score	Last Review; Change in Rating	Risk Management / Mitigation Actions	Resourcing Implications	Person(s) responsible	Mitigation Action(s) Timeline
1.	Mains power supply failure can result in the loss of emergency communications	<ul style="list-style-type: none"> <li>Significantly impact the ability to control any emergency situation</li> <li>Community safety highly compromised</li> <li>Any required evacuations will be severely affected</li> </ul>	Almost Certain	Catastrophic	25 E	New Risk	<ol style="list-style-type: none"> <li>Secure capital and operational funding to establish and operate a local microgrid (provides local energy generation and storage and incorporates renewable and battery energy)</li> <li>Lobby government and opposition for a more reliable service and significantly less outages</li> <li>Work to future proof emergency communications where able (e.g. via Uninterruptible Power Supply – UPS)</li> </ol>	Nil, other than officer time. Electricity is a State Government responsibility.	CEO	Dec 2023
2.	Continued unreliability of town and community mains power has the potential to significantly impact business	<ul style="list-style-type: none"> <li>Significant immediate and longer-term impacts on business sustainability ranging from loss of perishable stock to inability to expand</li> <li>Many critical services impacted when power out including emergency communications, fuel, eftpos, refrigeration, climate control and medical equipment</li> <li>Strong disincentive for new businesses to establish in the town or Shire – further growth thwarted</li> <li>Community sustainability threatened</li> </ul>	Almost Certain	Major	20 E	New Risk	<ol style="list-style-type: none"> <li>Secure capital and operational funding to establish a microgrid</li> <li>Lobby government and opposition for more reliable service</li> <li>Work to future proof emergency communications where able (e.g. via Uninterruptible Power Supply – UPS)</li> </ol>	Nil, other than officer time. Electricity is a State Government responsibility	CEO	Dec 2023

Endorsed 24 November 2022  
Resolution: 121 - 22/23

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3.	If Quairading Medical Centre loses its current doctor and cannot attract a replacement, there will be significant negative flow-on effects	<ul style="list-style-type: none"> <li>Negative impact in terms of no local medical service available</li> <li>Flow on effects could include closure of chemist, hospital and other allied health services</li> <li>Closure of health services will result in outward migration, low inward migration</li> <li>Having to travel to other towns for medical services</li> <li>Threats to community sustainability and potential collapse of the town</li> </ul>	Likely	Catastrophic	20 E	New Risk	<ol style="list-style-type: none"> <li>Keep costs for running the medical centre as cost-effective as possible</li> <li>Establish a second option Practitioner for when the current Practitioner eventually leaves</li> </ol>	Nil, other than officer time	CEO	Present options Dec 2022
4.	The continued absence of local aged care facilities increases the probability that residents will have to leave Quairading when advancing in years (often well before requiring residential aged care)	<ul style="list-style-type: none"> <li>Outward migration/less inward migration</li> <li>Loss of associated professional and community-based services</li> <li>Impacts on community fabric and viability</li> <li>Population decline</li> </ul>	Almost Certain	Major	20 E	New Risk	<ol style="list-style-type: none"> <li>Explore joint venture options for the construction of Independent Living Units</li> <li>Noting that the Shire does not have 50% of the total cost of the project to contribute to a grant/tender application under the Building Better Regions Funding program, explore options with bespoke groups.</li> </ol>	Nil, other than officer time until a solution has been identified	CEO	Jun 2023
5.	If the Shire is unable to increase its core funding and rates base, it is probable that it will be unable to keep up with cost rises/inflation	<ul style="list-style-type: none"> <li>Loss of independence and, therefore, control</li> <li>Diminished service offering</li> <li>Impacts on reputation</li> <li>Impacts on community safety and sustainability</li> </ul>	Almost Certain	Major	20 E	New Risk	<ol style="list-style-type: none"> <li>Establish additional residential housing and worker's accommodation</li> <li>Finalise the development and sales of the Light Industrial Lots</li> <li>Pilot the migrant project.</li> </ol>	In excess of \$1M	CEO	Jun 2023

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6.	The resale value/return on investment for local properties remains low, which creates the potential for detrimental effects on community sustainability	<ul style="list-style-type: none"> <li>Further investment into the town and Shire is reduced</li> <li>Community viability and amenity impacted</li> <li>Population decline</li> </ul>	Almost Certain	Likely	20 E	New Risk	1. Promote Quairading as a destination with a 'point of difference' (e.g. as Beverly and Katanning have done) 2. Consider marketing campaigns and other strategies for attracting new investors and residents into the Shire, including people seeking a 'tree change' 3. Lead by example, explore and promote quality affordable housing options	\$350,000 upfront investment to be offset by selling asset-negative housing	CEO	Dec 2023
7.	An inability to source sufficiently skilled new employees has the potential to affect Shire operations and programs	<ul style="list-style-type: none"> <li>Shire core business impacted</li> <li>Community sustainability and safety compromised</li> <li>Negative reputational outcomes</li> <li>Decline in population</li> </ul>	Likely	Major	16 E	New Risk	1. Develop and adopt a Workforce Plan inclusive of: <ul style="list-style-type: none"> <li>Employee retention scheme with attendant benefits and incentives</li> <li>'Persuasive' staff recruitment and induction processes</li> <li>Training &amp; development planning</li> <li>Succession planning</li> <li>Promotion of work flexibility</li> <li>Demonstrate respect for staff when speaking with the community</li> </ul> 2. Pilot the migrant project	Up to \$20,000 per annum for the training component  Up to \$20,000 per migrant family for the migrant project	CEO	Jun 2023
8.	The employment of un- or under-qualified Shire personnel (e.g. in technical services) has the potential to create major WH&S consequences	<ul style="list-style-type: none"> <li>Shire core business impacted</li> <li>Shire and community safety diminished</li> <li>Severe legal penalties</li> <li>Negative reputational outcomes/lawsuits</li> <li>Note: in such instances, any damaged Shire equipment would not be covered by insurance</li> </ul>	Moderate	Catastrophic	15 E	New Risk	1. Retain new focus on 'safety first' 2. Develop and adopt a Workforce Plan inclusive of: <ul style="list-style-type: none"> <li>Employee retention scheme with attendant benefits and incentives</li> <li>'Persuasive' staff recruitment and induction processes</li> <li>Training &amp; development planning</li> </ul>	Up to \$20,000 per annum for the training component  Up to \$20,000 per migrant family for the	CEO	Jun 2023

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							<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Promotion of work flexibility</li> <li>• Demonstrate respect for staff when speaking with the community</li> </ul> 3. Pilot the migrant project	migrant project		
9.	If routine maintenance of Shire roads is not completed to standard requirements, public safety dangers and other negative outcomes are probable	<ul style="list-style-type: none"> <li>• Personal and/or public liability (up to \$1M fine and/or 20 years in prison)</li> <li>• Increased injury and fatality</li> <li>• Diminished access to properties – impacts on farm operations and productivity</li> <li>• Dissatisfied community/ratepayers</li> <li>• Negative reputational outcomes/lawsuits</li> <li>• Death or permanent injury</li> </ul>	Moderate	Catastrophic	15 E	New Risk	1. Retain new core focus on 'safety first' 2. Internal WH&S Audit 3. Institute strong cost management (e.g. materials, contractors) 4. Ensure machine and plant operators are sufficiently qualified 5. Respond actively to external feedback/if the risk can't be mitigated immediately, use barriers, signage etc.	Operational budget	EM, W&S	Ongoing
10.	Any non-compliance with WH&S legislation, has the potential to detrimentally affect Shire functioning  <i>Includes Work Health &amp; Safety Act 2020 and Fair Work Act 2009 (Amended 2013)</i>	<ul style="list-style-type: none"> <li>• Personal and/or public liability (up to \$1M fine and/or 20 years in prison)</li> <li>• Negative reputational outcomes/lawsuits</li> <li>• Financial losses/fines</li> <li>• Dissatisfied community/ratepayers</li> <li>• Death or permanent injury</li> </ul>				New Risk	1. Council to maintain strong oversight of Risk Management Framework, Policy and Matrix 2. CEO to report against mitigation or elimination strategies to Council monthly 3. Retain new core focus on 'safety first' 4. Internal WH&S Audit 5. Institute strong cost management (e.g. materials, contractors) 6. Ensure machine and plant operators are sufficiently qualified 7. Respond actively to external feedback/if the risk can't be	Operational budget	CEO	Ongoing

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							mitigated immediately, use barriers, signage etc.			
11.	New WA Work Health & Safety legislation has the potential to increase WH&S breaches for the Shire in managing Bushfire and VFRS Brigades  <i>Refers to Work Health &amp; Safety Act 2020</i>	<ul style="list-style-type: none"> <li>Personal and/or public liability (up to \$1M fine and/or 20 years in prison)</li> <li>Severe legal penalties</li> <li>Negative reputational outcomes/lawsuits</li> <li>Bushfire and VFRS Brigades become increasingly marginal operationally (i.e. increased compliance, safety training and reporting requirements)</li> <li>Community safety diminished</li> <li>Death or permanent injury</li> </ul>	Moderate	Catastrophic	15 E	New Risk	<ol style="list-style-type: none"> <li>CESM to report against risk mitigation and elimination strategies monthly to Council</li> <li>CESM to monitor and maintain registration and training requirements</li> <li>Enact a no training, no fire ground policy position</li> <li>Improve communications via the new app software</li> </ol>	Operational budget	EM, W&S	Mar 2023
12.	High staff turnover has the potential to negatively impact current Shire employees	<ul style="list-style-type: none"> <li>Increased burnout</li> <li>Poor 'corporate memory' and knowledge retention</li> <li>Low staff morale</li> <li>Less effective service delivery</li> </ul>	Almost Certain	Moderate	15 E	New Risk	<ol style="list-style-type: none"> <li>Develop and adopt a Workforce Plan inclusive of: <ul style="list-style-type: none"> <li>Employee retention scheme with associated benefits and incentives</li> <li>'Persuasive' staff recruitment and induction processes</li> <li>Training &amp; development planning</li> <li>Succession planning</li> <li>Promotion of workforce flexibility</li> </ul> </li> <li>Pilot the migrant project</li> </ol>	Operational budget, Up to \$20,000 for the migrant project	CEO	Mar 2023

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13.	If the Shire is struggling to remain financially viable, the ability to comply with its Asset Management Plan may be compromised	<ul style="list-style-type: none"> <li>• Cost of managing aging infrastructure becomes prohibitive</li> <li>• Creates degradation and loss of useful/useable assets</li> <li>• Increased safety risk</li> <li>• Reduced ability to regenerate or create economic benefit across the Shire</li> </ul>	Moderate	Catastrophic	15 E	New Risk	<ol style="list-style-type: none"> <li>1. Promote Quairading as a destination with a 'point of difference' (e.g. as Beverly has done)</li> <li>2. Consider marketing campaigns and other strategies for attracting new investors and residents into the Shire, including people seeking a 'tree change'</li> <li>3. Lead by example, explore and promote quality affordable housing options</li> <li>4. Increase light industrial activity</li> <li>5. Support small business ventures through flexibility</li> <li>6. Increase the rate-base through the above-mentioned strategies</li> </ol>			
14.	Continuing uncertainty regarding Quairading's long-term future may result in the further attenuation and closure of local businesses	<ul style="list-style-type: none"> <li>• Uncertainty breeds more uncertainty – vicious cycle</li> <li>• Businesses unable to gain finance</li> <li>• Business confidence further diminished</li> <li>• Business owners move to more robust and profitable locations</li> <li>• Loss of key community services and infrastructure</li> </ul>	Moderate	Major	12 H	New Risk	<ol style="list-style-type: none"> <li>1. Promote Quairading as a destination with a 'point of difference' (e.g. as Beverly has done)</li> <li>2. Consider marketing campaigns and other strategies for attracting new investors and residents into the Shire, including people seeking a 'tree change'</li> <li>3. Lead by example, explore and promote quality affordable housing options</li> <li>4. Increase light industrial activity</li> <li>5. Support small business ventures through flexibility</li> </ol>	\$500,000 - \$1M	CEO	Jul 2023

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							6. Increase the rate-base through the above-mentioned strategies			
15.	New local government compliance requirements have the potential to affect rate payers' service delivery expectations (e.g. not being met/expectations verses reality)	<ul style="list-style-type: none"> <li>• Blame towards new staff and Council Members (our predecessors used to do it, why can't we?)</li> <li>• Diminished service outcomes</li> <li>• Disgruntled ratepayers</li> <li>• Reputational impacts</li> <li>• Higher instances of rates payment defaults/debt collections</li> </ul>	Likely	Moderate	12 H	New Risk	1. Increase formal and informal messaging to community members 2. Continue the new focus on social media messaging, retaining avenues for hard copy dissemination for the older generation 3. Formalise regular contributions to the Banksia Bulletin and Passion Sheet	Operational budget	CEO	Current and Ongoing
16.	Not taking necessary steps in positioning for Shire amalgamation has the potential to leave Quairading without any representation (including employees) in a merged and larger local government	<ul style="list-style-type: none"> <li>• No (or very few) Shire employees remain in Quairading</li> <li>• Diminished service outcomes</li> <li>• Quairading sustainability becomes further impacted</li> <li>• No employment results in fewer families and a resulting declining population</li> </ul>	Unlikely	Catastrophic	10 H	New Risk	1. Prepare Shire for possibility of amalgamation/stay in a healthy negotiating position 2. Ensure Shire employees gain or are recruited with necessary qualifications 3. Establish Employee retention scheme with associated benefits and incentives 4. Improve overall Shire economy through strategies nominated above.	Operational budget	CEO	Current and Ongoing
17.	If construction of roads are not completed as and when required, public safety dangers and other negative outcomes are probable	<ul style="list-style-type: none"> <li>• Personal and/or public liability (up to \$1M fine and/or 20 years in prison)</li> <li>• Increased injury and fatality</li> <li>• Diminished access to properties – impacts on farm operations and productivity</li> <li>• Dissatisfied community/ratepayers</li> </ul>	Unlikely	Catastrophic	10 H	New Risk	1. Never refuse offers of funding 2. Source additional external grant funding for new roads 3. Ensure machine and plant operators are sufficiently qualified 4. Retain new core focus on 'safety first' 5. Internal WH&S Audit	Operational budget	EM, W&S	Current and Ongoing

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		<ul style="list-style-type: none"> <li>Negative reputational outcomes/lawsuits</li> <li>Death or permanent injury</li> </ul>					6. Institute strong cost management (e.g. materials, contractors) 7. Ensure machine and plant operators are sufficiently qualified 8. Respond actively to external feedback/if the risk can't be mitigated immediately, use barriers, signage etc.			
18.	Natural disasters have the potential to affect Shire business continuity  <i>Includes fire, flood, storm, earthquake</i>	<ul style="list-style-type: none"> <li>Loss of infrastructure</li> <li>Injury and fatalities</li> <li>Recovery cost-prohibitive</li> <li>Lack of business continuity</li> <li>Core business stops</li> <li>Business' choose not to re-establish or to re-establish somewhere else</li> <li>Generational farms are no longer workable</li> </ul>	Unlikely	Major	8 M	New Risk	1. Business Continuity Framework 2. Local Emergency Management Arrangements – current 3. LEMC Exercises 4. Bushfire Risk Management Plan 5. Quarterly meetings with Agencies	Cost-prohibitive, 100% reliant of State and Commonwealth funding	Council	Current and Ongoing
19.	Any data breach/hack of Shire information and communications technology systems has the potential to affect Shire operations	<ul style="list-style-type: none"> <li>Financial misappropriate or loss</li> <li>Community member and/or employee financial records compromised or stolen</li> <li>Loss of data and data integrity</li> <li>Shire business continuity significantly compromised</li> <li>Shire reputation impacted</li> </ul>	Moderate	Minor	6 M	New Risk	1. Business Continuity Framework 2. Review IT Strategy Plan and Security Framework 3. Effective firewalls 4. Equipment storage security access controls 5. IT Disaster Recovery Plan 6. UPS / Generator / backup	Operational budget	CEO	Feb 2023

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20.	The increasing cost of running Quairading Medical Practice may result in having to cease or reduce medical services	<ul style="list-style-type: none"> <li>• Dissatisfied community/ratepayers</li> <li>• Negative reputational outcomes</li> <li>• Quairading sustainability becomes further impacted</li> <li>• Negative impact in terms of no local medical service available</li> <li>• Flow on effects could include closure of chemist, hospital and other allied health services</li> <li>• Closure of health services will result in outward migration, low inward migration</li> <li>• Having to travel to other towns for medical services</li> <li>• Threats to community sustainability and potential collapse of the town</li> </ul>	Unlikely	Moderate	6 M	New Risk	1. The risk is deemed moderate because at this point in time the community is accepting of the need to fund the increasing costs of operating the medical centre	Significant: \$260,000 per annum	CEO	Current and Ongoing
21.	Misconduct (non-financial) by a Shire employee has the potential to produce negative consequences	<ul style="list-style-type: none"> <li>• Fair Work Commission issues breaches/fines</li> <li>• Council is stood down pending the outcome of an independent investigation</li> <li>• Termination of employee/s</li> <li>• CEO removal</li> <li>• Local government public and media scrutiny</li> <li>• Independent investigations</li> <li>• Negative reputational outcomes</li> <li>• Financial penalties</li> </ul>	Likely	Minor	8 M	New Risk	Update/institute: <ol style="list-style-type: none"> <li>1. Delegated authority framework</li> <li>2. IT Security Framework</li> <li>3. Cash handling procedures</li> <li>4. Staff on-boarding/induction program</li> <li>5. Performance management program</li> <li>6. Supervision and induction for plant and equipment</li> <li>7. External audits (OAG)</li> <li>8. HR Policies/Code of Conduct (council and staff)</li> </ol>	Operational budget	CEO	Current and Ongoing

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		<ul style="list-style-type: none"> <li>Business continuity and viability impacts</li> </ul>								
22.	Financial misconduct by (a) a Shire employee, and (b) an executive/office holder have the potential to produce negative consequences	<ul style="list-style-type: none"> <li>Council is stood down pending the outcome of an independent investigation</li> <li>Termination of employee/s</li> <li>CEO removal</li> <li>Local government public and media scrutiny</li> <li>Independent investigations</li> <li>Negative reputational outcomes</li> <li>Financial penalties</li> <li>Business continuity and viability impacts</li> </ul>	Rare	Catastrophic	5 M	New Risk	Update/institute: <ol style="list-style-type: none"> <li>Cash handling processes</li> <li>Financial management review/controls</li> <li>Delegated authority framework</li> <li>IT Security Framework</li> <li>Staff on-boarding/induction program</li> <li>Performance management program</li> <li>External audits (OAG)</li> <li>HR Policies/Code of Conduct (council and staff)</li> </ol>	Operational budget	CEO	Feb 2023