

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) Reporting Timeline
Theme 1. Infrastructure and Operational Risks – critical for day-to-day operations and business continuity, and can produce immediate effects										
1.	<p>Workforce Challenges and Skills Shortage</p> <p>Workforce challenges, including an inability to source sufficiently skilled new employees and high staff turnover, pose significant risks to the Shire. These issues have the potential to negatively impact current Shire operations, hinder program delivery, and increase stress on existing employees, leading to reduced service quality and operational efficiency.</p> <p>As one example, the employment of un- or under-qualified Shire personnel (e.g., in technical services) has the potential to create major WHS consequences.</p>	<p>1. Core Operations Impacted: Disruption to Shire business and less effective service delivery.</p> <p>2. Community resilience and sustainability threatened, potentially leading to population decline.</p> <p>3. Reputation Damage: Negative outcomes affect community trust.</p> <p>4. Legal penalties (e.g., for WHS breach).</p> <p>5. Employee Well-being: Increased burnout, low staff morale, and poor 'corporate memory' and knowledge retention.</p> <p>6. Limited pool of suppliers and inability to control contractor pricing.</p>	Likely	Major	16 M	Existing Risk	<p>1. Implement a comprehensive Workforce Plan inclusive of:</p> <ul style="list-style-type: none"> Employee Retention: Implement a retention scheme with associated benefits and incentives. Strategic Recruitment: Develop 'persuasive' staff recruitment and induction processes. Professional Development: Undertake training and development planning to enhance staff skills and job satisfaction. Succession and Leadership Planning: Create a clear pathway for career progression and promote from within where able. <p>2. Promote work flexibility and positive organisational culture.</p> <ul style="list-style-type: none"> Work Flexibility: Promote to accommodate diverse needs and improve work-life balance. Positive Representation: Foster a culture of respect for staff during community engagements to enhance the Shire's reputation and boost employee morale. <p>3. Retain core focus on 'safety first'.</p>	<p>Operational budget.</p> <p>Up to \$20,000 per annum for the training component.</p>	<p>1 CEO</p> <p>2 EMT</p>	March 2025

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2.	<p>Power Supply Reliability and Emergency Response</p> <p>Mains power supply failures and ongoing unreliability pose significant risks to the Shire, potentially resulting in the loss of critical emergency communications and substantial disruptions to local businesses. Issues could compromise public safety during emergencies and, more generally, lead to economic losses across the community.</p>	<p>1. Emergency Management: Severely compromises the ability to control emergency situations and maintain communications. Impacts include delayed response times and impaired coordination among emergency services.</p> <p>2. Public Safety: Significantly threatens community safety, particularly during emergencies.</p> <p>3. Evacuation Capabilities: Hampers required evacuation efforts, potentially leaving vulnerable populations at risk.</p> <p>4. Business Continuity: Causes immediate and longer-term impacts.</p> <p>5. Critical Services disrupted: Includes fuel supply, electronic payments, refrigeration and medical equipment.</p> <p>6. Economic Development: Acts as a disincentive for new businesses to establish in Shire.</p> <p>7. Infrastructure Reliability: Undermines confidence, potentially affecting local investment and property values.</p>	Almost Certain	Catastrophic	25 E	Existing Risk	<p>1. Microgrid Development: Secure capital and operational funding to establish and operate a local microgrid. This system would provide reliable local energy generation and storage, incorporating renewable energy sources and battery technology.</p> <p>2. Emergency Communications Resilience: Work to future-proof communications systems where possible, particularly through the implementation of Uninterruptible Power Supply (UPS) solutions. This strategy ensures that critical communication channels remain operational during power outages, maintaining public safety and response/coordination capabilities.</p> <p>3. Government Advocacy: To address the root cause of the power supply issues at a systemic level, actively lobby both government and opposition parties for a more reliable power service.</p> <p>4. Strategically place generators around the town.</p>	<p>Nil, other than officer time.</p> <p>Electricity is a State Government responsibility.</p> <p>Seek grant funding where able.</p>	1 CEO 2 CESM	<p>March 2025</p> <p>Monthly updates to be provided whenever risk changes or new information becomes available</p>

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3.	<p>Road and Infrastructure Maintenance</p> <p>If routine maintenance and timely construction of Shire roads, bridges and other key infrastructure are not completed to standard requirements, public safety dangers and other negative outcomes are probable. The Shire has noted, for example, that materials for road building are becoming more marginal which affects the strengths ratio.</p>	<p>1. Personal and/or public liability impacts (up to \$1M fine and/or 20 years in prison).</p> <p>2. Increased injury and fatality.</p> <p>3. Diminished access to properties – impacts on farm operations and productivity.</p> <p>4. Dissatisfied community/ ratepayers.</p> <p>5. Negative reputational outcomes/lawsuits.</p>	Likely	Catastrophic	20 E	Existing Risk	<p>1. Safety and Compliance:</p> <ul style="list-style-type: none"> • Retain core focus on 'safety first' • Conduct internal WHS Audit • Ensure machine and plant operators are sufficiently qualified. <p>2. Financial Management:</p> <ul style="list-style-type: none"> • Institute strong cost management (e.g., materials, contractors) • Source additional external grant funding for new roads. <p>3. Operational Efficiency:</p> <ul style="list-style-type: none"> • Respond to external feedback • Implement immediate risk mitigation measures (e.g., barriers, signage) when risks can't be immediately eliminated. 	Operational budget	EMWS	Quarterly updates

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Theme 2. Community Health and Safety Risks – underline the importance of safety and compliance										
4.	<p>Workplace Health and Safety Compliance</p> <p>Non-compliance with workplace health and safety legislation, including the Work Health & Safety Act 2020 and Fair Work Act 2009, has the potential to detrimentally affect Shire functioning. The new WA Work Health & Safety legislation introduces additional challenges, including in managing Bushfire and VFRS Brigades, potentially increasing the risk of WHS breaches for the Shire.</p> <p>Mismanagement of employee wellbeing, harassment, bullying, and safety breaches in employment practices directly affect workplace health and safety, potentially leading to increased WHS claims.</p>	<p>1. Legal and Financial Consequences:</p> <ul style="list-style-type: none"> • Personal and/or public liability (up to \$1M fine and/or 20 years in prison) • Severe legal penalties and financial losses/fines. <p>2. Reputational Damage:</p> <ul style="list-style-type: none"> • Negative outcomes leading to lawsuits and dissatisfied community/ratepayers. <p>3. Safety and Operational Impacts:</p> <ul style="list-style-type: none"> • Death or permanent injury • Community safety diminished • Bushfire and VFRS Brigades become increasingly marginal operationally (i.e., via increased compliance, safety training and reporting requirements). 	Almost Certain	Catastrophic	25 E	Existing Risk	<p>1. Governance and Reporting:</p> <ul style="list-style-type: none"> • Council to maintain strong oversight of Risk Management documents • CEO and CESM to report monthly to Council on risk mitigation and elimination strategies. <p>2. Safety and Compliance:</p> <ul style="list-style-type: none"> • Retain core focus on 'safety first' • Conduct internal WHS Audit • Monitor and maintain registration and training requirements • Enact a "no training, no fire ground" policy position. <p>3. Operational Efficiency:</p> <ul style="list-style-type: none"> • Institute strong cost management (e.g., materials, contractors) • Ensure machine and plant operators are sufficiently qualified. <p>4. Communication and Response:</p> <ul style="list-style-type: none"> • Improve communications via new app software • Respond to external feedback • Implement immediate risk mitigation measures (e.g., barriers, signage) where risks can't be immediately eliminated. 	Standard operational budget for WHS initiatives	CEO EMT	Ongoing Monthly reporting

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5.	<p>Healthcare Service Stability</p> <p>The Quairading Medical Practice faces significant challenges in maintaining consistent and affordable medical services due to potential loss of medical personnel and increasing operational costs, which could result in reduced healthcare access for the community.</p>	<p>1. Loss of local medical services, leading to:</p> <ul style="list-style-type: none"> Increased travel burden for medical care Closure of allied health services (e.g., chemist). <p>2. Threats to community sustainability:</p> <ul style="list-style-type: none"> Community dissatisfaction Potential population decline Economic impacts on local businesses. <p>3. Negative reputational outcomes for the Shire.</p>	Possible	Catastrophic	15 H	Existing Risk	<ol style="list-style-type: none"> Keep costs for running the medical practice as cost-effective as possible (while maintaining service quality). Establish a second option practitioner for when the current practitioner (a) takes annual leave, or (b) eventually leaves (including list of locums). Current Supply of Practitioner Agreement for a term of three years expiry 25 January 2027 + three-year option. Develop a long-term recruitment and retention strategy for medical professionals, including incentives and support for rural practice. Investigate telemedicine options to supplement in-person care and potentially reduce costs. 	Significant resources required; develop options for resource allocation	1 CEO 2 EMCS	Present options March 2025
6.	<p>Natural and Man-Made Disasters</p> <p>Natural and manmade disasters have the potential to affect Shire business continuity.</p> <p><i>Includes fire, flood, storm, earthquake, extreme heat, pandemic, chemical spill, terrorism.</i></p> <p>Climate change has been</p>	<ol style="list-style-type: none"> Loss of critical infrastructure. Injury and fatalities. High recovery costs. Loss of business continuity. Shire core business impacts. Businesses choose not to re-establish. Environmental degradation (e.g., drought, soil erosion) Economic instability: generational farms are no 	Possible	Major	12 H	Existing Risk	<ol style="list-style-type: none"> Implement a Business Continuity Framework. Local Emergency Management Arrangements – ensure current and tested through LEMC Exercises. Review and update key hazard plans including Bushfire Risk Management Plan. Convene quarterly meetings with key agencies. 	Cost-prohibitive; high dependency on State and Federal funding for disaster resilience.	1 CEO 2 CESM	Current and Ongoing

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	recognised by the Shire, including the prevalence of extreme fire and other weather events.	longer workable.								
Theme 3. Governance, Financial, and Compliance Risks – includes a need to discuss resource allocation and budgeting element										
7.	Financial Viability and Asset Management If the Shire is struggling to remain financially viable, the ability to comply with its Asset Management Plan may be compromised	<ol style="list-style-type: none"> 1. Cost of managing aging infrastructure becomes prohibitive. 2. Creates degradation and loss of useful/useable assets. 3. Increased safety risk. 4. Reduced ability to regenerate or create economic benefit across the Shire. 	Possible	Catastrophic	15 H	Existing Risk	<ol style="list-style-type: none"> 1. Promote Quairading as a destination with a 'point of difference' (e.g., as Beverley has done). 2. Consider marketing campaigns for attracting new investors and residents into the Shire, including people seeking a 'tree change'. 3. Explore and promote quality affordable housing options, and lead by example. 4. Encourage light industrial activity and support small business ventures through flexible policies. 5. Increase the rate-base through the above-mentioned strategies. 	Resource range: \$500,000 to \$1 million for various asset management projects	1 CEO 2 EMT	Jun 2025
8.	Cybersecurity and Data Protection Any data breach/hack of Shire information and communications technology systems has the potential to affect Shire operations, Includes data theft, ransomware and phishing.	<ol style="list-style-type: none"> 1. Financial misappropriation/loss. 2. Community member and/or employee financial records compromised or stolen. 3. Loss of data and data integrity. 4. Shire business continuity significantly compromised. 5. Shire reputation impacted. 	Likely	Major	16 H	Existing Risk	<ol style="list-style-type: none"> 1. Develop and maintain Business Continuity and IT Disaster Recovery Plans. 2. Implement robust IT security measures (e.g., firewalls, access controls, UPS/backup systems). 3. Conduct regular security audits and recovery exercises. 	Allocated within operational IT budget	1 CEO 2 EMCS	June 2025

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							4. Provide staff cybersecurity awareness training.			
9.	Organisational Misconduct Unethical or illegal behavior by Shire employees, executives or office holders, including both financial and non-financial misconduct, has the potential to produce significant negative consequences for the Shire.	<ol style="list-style-type: none"> Council suspension or leadership changes (e.g., CEO removal, employee terminations). Independent investigations and regulatory actions (e.g., Fair Work Commission). Intense public and media scrutiny. Reputational damage. Financial penalties and economic impacts. Business continuity and viability challenges. 	Rare	Catastrophic	5 M	Existing Risk	<ol style="list-style-type: none"> Financial Controls and Processes <ul style="list-style-type: none"> Update cash handling procedures Conduct financial management reviews and implement controls. Governance Frameworks <ul style="list-style-type: none"> Update the delegated authority framework Enhance the IT Security Framework. Human Resource Management <ul style="list-style-type: none"> Revise the staff on-boarding/induction program Implement a performance management program Update HR Policies and Code of Conduct (for Council and staff). Operational Safety <ul style="list-style-type: none"> Establish supervision and induction processes to use plant and equipment. External Oversight <ul style="list-style-type: none"> Conduct regular external audits. 	Standard operational budget to cover governance improvements and external audits	1 CEO 2 EMT	Current and Ongoing

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Theme 4. Strategic Social and Economic Risks – emphasise the long-term impact on the community and the Shire’s sustainability										
10.	<p>Housing Availability and Affordability</p> <p>Seniors and Aged Care: Absence of local independent living facilities may force older residents to leave prematurely, disrupting community cohesion.</p> <p>Essential Worker Housing: Insufficient housing for government workers and Country Health Service staff can hinder recruitment and retention.</p> <p>Public and Community Housing: Limited public housing options may increase housing stress for low-income individuals, leading to potential homelessness.</p>	<p>1. Low property resale values and return on investment undermine community sustainability.</p> <p>2. Population decline due to:</p> <ul style="list-style-type: none"> • Higher outward migration and lower inward migration • Workforce reduction • Residents forced to relocate due to housing shortages. <p>3. Economic impacts:</p> <ul style="list-style-type: none"> • Impeded economic growth • Reduced local spending. <p>4. Threats to community viability:</p> <ul style="list-style-type: none"> • Loss of professional and community-based services • Weakening of community fabric • Potential loss of local infrastructure. 	Almost Certain	Major	20 E	Existing Risk	<ol style="list-style-type: none"> 1. Lead by example, explore and promote quality affordable housing options including joint venture options for the construction of Residential Independent Living Units. 2. Noting that the Shire does not have 50% of the total cost of the project to contribute to a grant/tender application under the Housing Support Program, explore options with bespoke groups i.e., Central East Accommodation & Care Alliance Inc (CEACA). 3. Promote Quairading as a destination with a ‘point of difference’ (e.g., as Beverley and Katanning have done). 4. Consider marketing campaigns and other strategies for attracting new investors and residents, including people seeking a ‘tree change’. 	Officer time until solutions have been identified. May need to form budgets, e.g., for marketing initiatives.	CEO EMED	June 2025

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11.	<p>Social Challenges and Community Expectations</p> <p>Social challenges (e.g., crime, antisocial behavior, vandalism, housing crisis, homelessness) may significantly impact ratepayers' expectations of the Shire's responsibilities and perceived effectiveness. Misalignment between community expectations and Shire jurisdiction could lead to reputational damage, resource pressure and potential conflict.</p>	<ol style="list-style-type: none"> 1. Disgruntled ratepayers and reputational damage 2. Blame towards staff and Council Members 3. Diminished service outcomes and increased pressure on resources 4. Higher rates payment defaults and debt collections 5. Difficulty attracting new residents/businesses 6. Strained community relationships and social cohesion 7. Increased demand for social services beyond Shire capacity/jurisdiction 	Likely	Moderate	12 H	New Risk	<ol style="list-style-type: none"> 1. Develop and implement a community engagement strategy to better understand ratepayers' expectations. 2. Hold at least two community forums each year. 3. Establish clear guidelines on the Shire's responsibilities and limitations regarding social issues, and communicate these effectively. 4. Maintain healthy relationships with government agencies, funding bodies and WALGA. 5. Prioritise grant writing and winning. 6. Continue focus on social media messaging while retaining hard copy dissemination for older generations. 7. Formalise regular contributions to the Banksia Bulletin and Passion Sheet. 	Operational budget, with emphasis on engagement activities	1 CEO 2 EMED	Current and Ongoing