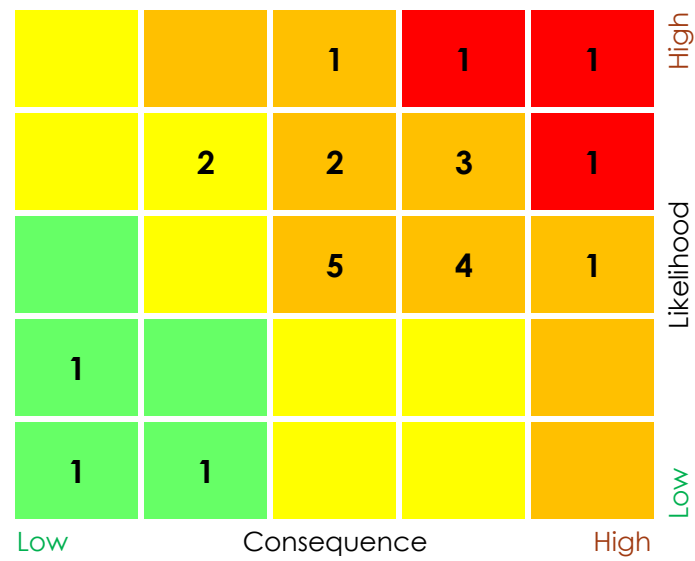


STEP 1: RISK IDENTIFICATION & ANALYSIS							STEP 2: RISK EVALUATION								STEP 3: RISK TREATMENT			
Risk #	Risk Area	Owner	Risk Description	Causes of risk	Risk Category	Risk Appetite	Risk Assessment - Inherent			Risk Mitigation		Risk Assessment - Residual				Risk Treatment Plan		
							Inherent Likelihood	Inherent Consequence	Inherent Risk Rating	Current / Existing Control (Responsibility)	Current Control(s) Effectiveness	Residual Likelihood	Residual Consequence	Residual Risk Rating	Within Risk Appetite?	Action Plan / Proposed Controls	Action Owner	Action Due Date
1	Business Continuity Operational	Brett Longstaff	Theft and damage to equipment or plant or production props	Abuse or misuse of equipment Theft of equipment or props Stealing of food, merchandise or supplies Inexperienced persons operating equipment Loss or damage of critical plant, equipment or failure of pumps (electrical and deisael pumps)	Financial	Low	Possible	Moderate	High	Staff present during operational hours (AL). CCTV cameras (ESC). Member scanning at entry and tracking (AL). Insurance for equipment replacement (AL, ESC). Physical security and restricted public access to certain areas (AL). Staff Competency Checklist is maintained to ensure staff are trained to use equipment (AL). Staff provide training to new staff to help familiarise them with the equipment (AL). Safe work methods statements (AL). Wastage register maintained and stock takes (AL). Full stock take of food and merchandise monthly (AL).	Highly effective	Unlikely	Minor	Low	Yes	Confirm existence of SOP's and training for major plant and equipment (ESC). Confirm existence of procedure and training for isolating water to site (ESC). Confirm insurance arrangements for the gym equipment (AL). Assess the need for a Council Policy in relation to CCTV (ESC). Relocate CCTV sign to entry point (ESC).	Brett Longstaff	
2	Business Continuity Operational	Brett Longstaff	Permanent loss of physical records or physical files	Building damage or fire Unauthorised access Human error	Knowledge & Resilience	Medium	Unlikely	Insignificant	Low	Low risk as there is little to no physical records. All paper based records e.g. pool chemical testing are scanned (AL).	Highly effective	Rare	Insignificant	Low	Yes			
3	Business Continuity Operational	Brett Longstaff	Temporary or permanent loss of building or part of building	Severe weather event (flood and bushfire) Building fire/ damage Failure of plant & equipment	Knowledge & Resilience	Medium	Possible	Catastrophic	High	Building insurance (ESC). Building is built above minimum flood levels (ESC). Bushfire construction with relevant Bushfire Attack Level (BAL) to reduce fire risks (ESC). Separate fire compartments within building (ESC). Emergency Management Plan and periodic testing of emergency response procedures (AL). Crisis Management Plan and communication plan (ESC). Duty Captain invokes the Emergency Management Plan (AL).	Highly effective	Unlikely	Minor	Low	Yes			
4	Business Continuity Operational	Brett Longstaff	Temporary loss of precinct	Severe weather event Infrastructure damage Civil unrest or protests	Knowledge & Resilience	Medium	Rare	Minor	Low	Emergency Management Plan (AL). Crisis Management Plan and communication plan (ESC) .	Highly effective	Rare	Minor	Low	Yes			
5	Business Continuity Operational	Brett Longstaff	Loss of key staff impacts service delivery	Pandemic Staff turnover (at peak times) No succession or contingency plans Staff performance issues Low staff morale Industrial relations dispute	People/ WHS	Low	Likely	Moderate	High	Cross trained staff to work in more than one area (AL). Upskill staff to management areas (AL). Share staff between the 3 AL managed pools as required (AL). External service providers/caterers available if required (AL). Restrict entry of people to events/pool to maintain adequate staffing ratios (AL).	Moderately Effective	Unlikely	Minor	Low	Yes			
6	Environmental and Public Health	Brett Longstaff	Environmental damage	Chemical pollution/ Chlorine Spillage of hazardous chemicals to wetlands Noise pollution Unauthorised liquid trade waste into sewer Littering (wristbands, plastics ups)	Environment	Low	Likely	Major	High	DA addressed all noise, food handling and chemical storage requirements (ESC). Bunding (AL). Spill kits (AL). Grease traps at Cafe (AL). Truck delivery practices are in place for trucks delivering hazardous chemicals (AL). Restricted access to hazardous chemical storage (AL).	Highly effective	Unlikely	Minor	Low	Yes			
7	Environmental and Public Health	Brett Longstaff	Failure to meet Council's and communities sustainability expectations (greenwashing)	Not monitoring, managing or reducing water, waste and energy usage High CO ² emissions	Environment	Low	Possible	Major	High	who monitors and reports on sustainability credentials of the asset?	Ineffective	Likely	Major	High	No			
8	Financial	Carlyle Ginger	Unsustainable business/ service delivery model	Changing community expectations Third party failure Third party exist Increasing cost base / maintenance costs Costs exceed community benefits Underutilisation of BP Fees and charges and volume of users is insufficient to meet revenue targets	Financial	Low	Likely	Catastrophic	Extreme	Formal contract between ESC and AL is in place (ESC). Promote events and activities publicly (AL, ESC). Monthly financial and operational reporting from AL to ESC (AL). Council has a separate "cost centre" to track financial expenditure and income (ESC). 10 year financial plan includes Bay Pavillions in the financials, but are not reported separately (ESC). Council uses crown land reserve to allocate to Bay Pavillions balance sheet to maintain positive net equity (ESC). Quarterly report P&L actual vs budget to Council / ARIC which is publicly available (ESC). Bay Pavillions is reported as a separate entity in Council's financial statements including P&L and Balance Sheet (ESC). External auditor audits the Bay Pavillions financial statements/ records (ESC). Finance process monthly expenses into cost centre and allocates to relevant income/expense category (ESC). Recreation Team reviews all monthly expenses from AL to ensure all expenses are appropriate (ESC). All invoices require supporting documentation (all expenses, no capital items) (AL, ESC).	Moderately Effective	Possible	Catastrophic	High	No	In the absence of Bay Pavillions being able to achieve a positive cashflow and net surplus, Council must set a loss tolerance level and manage the asset accordingly. Conduct a 'lessons learned' workshop where Council and AL can discuss strengths and weaknesses in the current arrangement with an objective of minimising the financial exposure to Council. Currently all expenses are borne by Council and a set management fee is paid to AL. There is no 'skin in the game' for AL, no penalties for poor performance and no rewards for improving performance. Council should re-assess the value proposition and in particular how AL can enhance revenue. Investigate the possibility of more flexibility to fees and charges to allow AL to promote the BP more effectively. Investigate opportunities for AL to work closer with Council's tourism team to align the Bay Pavillions strategic plan and business plan to Councils and regions tourism strategy. Review the Marketing Plan and Business Plan drafted by AL and provided to Council at the start of the Contract to establish realistic marketing and financial targets. At the heart of any future strategy should be key strategies to increase patronage/more users.	Carlyle Ginger	
9	Financial	Brett Longstaff	Bay Pavilion is not financially sustainable	Adverse economic conditions Competition from other Gyms and Clubs (events) Competition with local business owners Reduction in revenue Increasing cost base/ maintenance costs	Financial	Low	Almost Certain	Catastrophic	Extreme	Monthly reporting to council of each business area (AL). Monthly P&L reporting of actual vs budget from AL system provided to Council (AL). Agreed financial budget between ESC and AL (ESC, AL). For wear and tear maintenance, there is not financial threshold/budget (AL). Buyers viability reports sent to ESC includes all costings for events (AL). Post performance viability review is conducted (AL). Detailed financial/operational reports available to review operational and financial sustainability (ESC).	Moderately Effective	Likely	Catastrophic	Extreme	No	Develop an Asset Management Plan Develop monthly financial reports with YTD actual to YTD budget performance	Brett Longstaff	
10	Financial	Brett Longstaff	Internal systemic fraud or corrupt conduct	Employee misconduct Theft of money, consumables or assets	Financial	Low	Likely	Minor	Medium	Code of Conduct for all staff (ESC, AL). On-line induction training covers Code of Conduct (AL). Cash handling training provided to staff (AL). Duty Captain (not involved in cash handling) checks cash daily and compares to till. All variances above \$50 investigated (AL). Performance management of staff (AL). Recreation Team reviews all monthly expenses from AL to ensure all expenses are appropriate (ESC).	Highly effective	Unlikely	Minor	Low	Yes		Brett Longstaff	

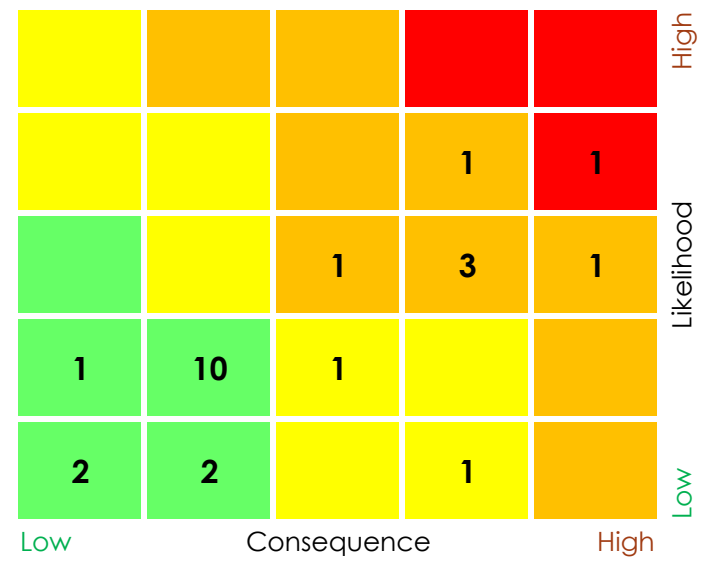
STEP 1: RISK IDENTIFICATION & ANALYSIS										Risk Assessment - Inherent		Risk Mitigation				Risk Assessment - Residual			Risk Treatment Plan		
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11	Financial	Brett Longstaff	External fraud or corrupt conduct	Supplier/ third party misconduct Supplier corruption Supplier misuse of authority or delegations	Financial	Low	Possible	Moderate	High	Council purchasing and procurement policy (ESC). All invoices require supporting documentation before approval (ESC,AL). Recreation Team reviews all monthly expenses from AL to ensure all expenses are appropriate (ESC).	Limited Effectiveness	Possible	Moderate	High	No	Check to ensure that council procurement guidelines apply to AL (ESC) Review AL's invoice approval process (ESC). Review AL payment delegations to ensure it is clear and appropriate (ESC).	Brett Longstaff				
12	Information Technology	Aligned Leisure	Unavailability of critical business systems - Information and communication technology	System failure Power failure Human error Hackers Failed recovery process	Technology	Medium	Possible	Moderate	High	Disaster Recovery Plan (AL). Help desk support with Commwire IT (AL).	Highly effective	Unlikely	Minor	Low	Yes	Conduct a review of AL's infrastructure, response plans and cyber security to ensure they are in line with Council's minimum requirements (ESC).	Aligned Leisure				
13	Information Technology	Aligned Leisure	Data breach	Unauthorised access to personal sensitive information Inappropriate handling of information Inadequate cyber security Poor security and privacy controls of outsourced data	Compliance & Governance	Low	Possible	Moderate	High	More info needed from AL	Limited Effectiveness	Possible	Major	High	No	Obtain information security capabilities re Personal Sensitive Information (AL, ESC).	Aligned Leisure				
14	Information Technology	Aligned Leisure	Permanent loss of electronic data / records	Unauthorised access Poor access controls Human error Poor cyber security	Knowledge & Resilience	Medium	Possible	Moderate	High	Disaster Recovery Plan (AL). Help desk support with Commwire IT (AL).	Highly effective	Unlikely	Minor	Low	Yes		Aligned Leisure				
15	Legal/ Compliance Governance and Contractual	Brett Longstaff	Material breach of contract	Poor contract management and ongoing monitoring due diligence Inadequate contract provisions	Compliance & Governance	Low	Possible	Major	High	Contract in place details responsibilities of AL (ESC). Monthly contract meetings/ reporting to ESC (ESC, AL). Agenda and minutes retained (ESC, AL). Monthly review of financials (ESC). Business plan drafted by AL, reviewed/approved by ESC (ESC)	Moderately Effective	Unlikely	Moderate	Medium	No	Develop a Contingency Plan in the event of contract termination (ESC) Update the Services Strategic Plan (AL) and Business Plan (AL) to enhance synergies / alignment between Council and AL with a view to increase revenue.	Brett Longstaff				
16	Legislative/ Regulatory	Brett Longstaff	Breach of laws or regulations resulting in fines and reputational damage	Non-compliance to wide range of regulatory requirement Failure to comply with changing laws Failure to report in accordance with legal requirements Failure to disclose noncompliance Inadequate business processes Inadequate induction and training	Compliance & Governance	Low	Likely	Moderate	High	Guidelines for Safe Pool Operations (AL). External audit of pool by Royal Life Savings (AL). ISO 9001 management system and periodic audits (AL). Facilities & WHS Head of Department ensures compliance to key regulatory requirements (AL). Various checklists in place to ensure compliance (AL). People & Compliance Co-ordinator ensures people have the appropriate qualifications (AL). Regular updated / newsletters re changes to legislation and regulations (AL).	Highly effective	Unlikely	Minor	Low	Yes	Confirm existence of compliance management framework designed to minimise compliance risk for Bay Pavillions (AL). As Council currently has no oversight over compliance risk, Council should review AL's compliance framework in place for Bay Pavillions (ESC).	Brett Longstaff				
17	Outsourcing	Brett Longstaff	Failure or loss of critical supplier, third party or fourth party	Contract dispute Unviable suppliers Due diligence failure Poor contingency planning Temporary supply shortages (supply chain risks)	Commercial activities	Medium	Rare	Insignificant	Low	Little risk as no critical dependencies except for AL. All other suppliers can be substituted (AL, ESC)	Highly effective	Rare	Insignificant	Low	Yes		Brett Longstaff				
18	Public Liability	Brett Longstaff	Major physical injuries, abuse or illness to patrons/public	Equipment failure or misuse Careless staff Small children/minors Unsafe premises - Slips, trips & falls Poor food handling Pre-existing medical conditions Drowning Inappropriate patron behaviour Hazardous materials Abuse, bullying or harassment by staff or patrons Inexperienced persons operating equipment Poor water quality/ Contamination Contaminated air - Legionella bacteria	People/ WHS	Low	Almost Certain	Moderate	High	Lifeguards present at all times (AL). All staff are first aid qualified (AL). CCTV monitoring (AL, ESC). Maintenance management systems in place (AL). Signage in place (AL). Compliant building/ facility with regular monitoring and testing (AL). Safework methods statements in place (AL). Risk assessments in FOLIO risk management system (AL). Working with Childrens check for all staff and contractors (AL). Escalation of issues to Duty Captain/ Chris Tague (AL). Responsible Service of Alcohol (RSA) qualified people (AL). Periodic external audits and regular staff site inspections (AL). Daily end of shift report sent to Chris Tague recording all incidents (AL). All injuries and incidents (minor level) are reported to council monthly and moderate or higher reported to Council at occurrence (AL). Terms and conditions of entry signs are displayed at entry (AL).	Highly effective	Unlikely	Minor	Low	Yes	Council should review a copy of the detailed risk assessments in FOLIO that are relevant to Bay Pavillions to evaluate control design and application (ESC)	Brett Longstaff				
19	Reputation	Carlyle Ginger	Failure of Bay Pavillions to meet community expectations	Misalignment between BP Strategic Plan and Council's strategic plans/IPR Low quality service/assets/events Political instability Management instability	Reputation	Medium	Possible	Major	High	Services Strategic Plan links to Community Strategic Plan (AL).	Ineffective	Possible	Major	High	No	Unclear how ESC and AL work at a strategic level to promote Bay Pavillions and co-ordinate their events with a view to maximise revenue opportunities. Conduct a 'Lessons Learned' exercise from last 12 months of operations and update the Services Strategic Plan/ Business Plan and get input from Council and better alignment of activities. (ESC, AL)	Carlyle Ginger				
20	Reputation	Brett Longstaff	Undertaking an event that is in poor taste and/or not in line with community standards	Rude or insulting event Unsuitable or incorrect event classification Unruly behaviour	Reputation	Medium	Likely	Minor	Medium	Questionable events that are not aligned council's Code of Conduct are notified to council (AL). Event classification guidelines as part of Event Viability Report (AL). Event Assessment Form identifies any need for security (AL).	Highly effective	Rare	Minor	Low	Yes		Brett Longstaff				
21	Reputation	Brett Longstaff	Brand damage to Bay Pavillions	Failure to effectively respond to a potential crisis in a timely manner. Poor brand strategy or not complying to brand guidelines	Reputation	Medium	Likely	Major	High	Branding document outlines correct branding (AL, ESC). Limited use of brand and authority is limited to 2 people (AL, ESC). Council's own brand (ESC). Emergency Response Plan and regular exercising (AL).	Highly effective	Unlikely	Insignificant	Low	Yes	Review Council's Business Continuity Plan/ Crisis Management Plan to assess alignment with Bay Pavillions' response plans (ESC) Consider conducting a joint crisis management desk top exercise to evaluate council's and AL's response to a major incident at Bay Pavillions (ESC, AL)	Brett Longstaff				
22	WHS	Aligned Leisure Brett	Staff or contractor major injuries or illness	Slips, trips & falls Hazardous materials Heavy lifting Abuse, bullying or harassment by staff or patrons Building fire Electrocution Low level lighting	People/ WHS	Low	Likely	Major	High	Formal WHS management system in place (AL). WHS committee in progress (AL). All staff are first aid qualified (AL). CCTV monitoring (AL, ESC). Maintenance management systems in place (AL). Signage in place (AL). Compliant building/ facility with regular monitoring and testing (AL). Safework methods statements in place (AL). Daily end of shift report sent to Chris Tague recording all incidents (AL). All injuries and incidents (minor level) are reported to council monthly and moderate or higher reported to Council at occurrence (AL). Periodic external audits and regular staff site inspections (AL).	Highly effective	Unlikely	Minor	Low	Yes		Aligned Leisure Brett				

STEP 1: RISK IDENTIFICATION & ANALYSIS						Risk Assessment - Inherent			Risk Mitigation		Risk Assessment - Residual				Risk Treatment Plan			
Risk #	Risk Area	Owner	Risk Description	Causes of risk	Risk Category	Risk Appetite	Inherent Likelihood	Inherent Consequence	Inherent Risk Rating	Current / Existing Control (Responsibility)	Current Control(s) Effectiveness	Residual Likelihood	Residual Consequence	Residual Risk Rating	Within Risk Appetite?	Action Plan / Proposed Controls	Action Owner	Action Due Date
23	WHS	Brett Longstaff	Death of staff or patron	Equipment failure or misuse Careless staff Unsafe premises - Slips , trips & falls Poor food handling Pre-existing medical conditions Drowning Inappropriate patron behaviour Hazardous materials/ chemicals Abuse, bullying or harassment by staff or patrons Lack of supervision Pyrotechnics/ naked flame Building fire Unintentional pyrotechnic discharge Electrocution Structural failures Unqualified, unauthorised or unlicensed staff/contractors	People/ WHS	Low	Almost Certain	Major	Extreme	Lifeguards present at all times (AL). All staff are first aid qualified (AL). CCTV monitoring (AL, ESC). Maintenance management systems in place (AL). Signage in place (AL). Compliant building/ facility with regular monitoring and testing (AL). Safework methods statements in place (AL). Working with Childrens check for all staff and contractors (AL). Escalation of issues to Duty Captain/ Chris Tague (AL). Responsible Service of Alcohol (RSA) qualified people (AL). Periodic external audits and regular staff site inspections (AL). Water testing as per Public Health Act (AL). Random inspections of pool (water sample) and café for food safety inspection by Council (ESC). Daily end of shift report sent to Chris Tague recording all incidents (AL). All injuries and incidents (minor level) are reported to council monthly and moderate or higher reported to Council at occurrence (AL). Terms and conditions of entry signs are displayed at entry (AL). Event Assessment Form identifies event risks (AL).	Highly effective	Rare	Major	Medium	No	Further treatment may not be feasible, therefore a strategy to minimise the consequences is required that include: 1) regular monitoring of all safety risks and incidents 2) review Council's Crisis Management Plan to ensure it contains appropriate response and standard communication in the event of a death on Council property.	Brett Longstaff	
24	Business Continuity Operational	Brett Longstaff	Inadequate transition from defect liability period maintenance to 'business as usual'	Poor planning and scoping	Financial	Low	Possible	Major	High	Transition Plan in progress. Implementation of Facilities Management software (FM) Employed a maintenance person to work three days per week at the Bay Pavillions. (ESC)	Ineffective	Possible	Major	High	No	Transition Plan is required by ESC and should cover at minimum: 1) Reviewing the Asset Management Plan 2) Engaging a person to co-ordinate the transition. 3) Outlining the process of implementing a new facilities management system 4) Allocating a Budget & review budget for document handover 5) Requesting all documentation from Public works/Adco. 6) Reviewing third party suppliers. 7) Assessing new third party compliance to legislation Site inspection.	Brett/ Paul	24/5/23 30/5/23 1/7/23 30/5/23 1/7/23
25		#N/A				#N/A			#N/A					#N/A	#N/A			
26		#N/A				#N/A			#N/A					#N/A	#N/A			
27		#N/A				#N/A			#N/A					#N/A	#N/A			
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43		#N/A				#N/A			#N/A					#N/A	#N/A			

Risk Heat Map - **Inherent Risk**



Risk Heat Map - **Residual Risk**



Likelihood Table

LIKELIHOOD		Description
1	Rare	Only ever occurs under exceptional circumstances
2	Unlikely	Conceivable but not likely to occur under normal operations; no evidence of previous events
3	Possible	Not generally expected to occur but may occur under specific circumstances
4	Likely	Will probably occur at some stage based on evidence of previous incidents
5	Almost Certain	Event expected to occur most times during normal operations

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Business Activities	None or minimal disruption or impact to business activities	Minor disruption or impact to business activities	Moderate to significant disruption or impact to business activities	Major disruption to business activities	Severe and catastrophic disruption to business activities
Business Continuity Operational	Negligible impact to council services; brief service interruption	Temporary and recoverable failure of Council services causing intermittent service interruption; up to 24 hours	Temporary and recoverable failure of Council services causing intermittent service interruption; up to 1 week	Failure of Council services causing lengthy service interruption; up to 1 week	The continuing failure of Council to deliver essential services; the removal of key revenue generation services; substantial loss of operating capacity for a period of a period greater than 1 week
Community and Social	None to minimal complaints; primarily acceptance and approval exists	Some inconvenience to the community	Considerable disruption or inconvenience to sectors of the community and negative press coverage	Public protests and disorder. Potential for significant psychological or physical harm to sectors of the community. Damage to relationships and loss of support	Civil commotion and riot
Economic	None to minimal impact or inconvenience to single business	Inconvenience to a group of businesses in one sector or locally within the region	Group of businesses in one sector or locally within the region put at risk	A minor industry or whole sector of the region put at risk	One or more major industries (e.g. Tourism, Agriculture, Education, Construction, Manufacturing, Retail, Fishing etc) within the region threatened
Environmental and Public Health	Minimal environmental impact; isolated release only	Minor environmental impact; on-site release immediately controlled	Significant environmental impact; on-site release contained with assistance	Major environmental impact; release spreading off-site; contained with external assistance	Fatalities occur; extensive release off-site; requires long term remediation
Financial	Negligible financial loss (<\$1,000 or < 2.5% of annual budget); no impact on program or business operation	Minor financial loss (\$1,000- \$10,000 or > 2.5% or <10% of annual budget); minimal impact on program or business operation	Significant financial loss (\$10,001- \$50,000 or >10% or < 20% of annual budget); considerable impact on program or business operations	Major financial loss (\$50,001- \$200,000 or > 20% or < 25% of annual budget); severe impact on program or business operation	Extensive financial loss (>\$200,000 or > 25% of annual budget); loss of program or business operation
HR/ Employees	Staff issues cause negligible impact of day to day service delivery	Staff issues cause several days interruption of day to day service delivery	Staff issues cause failure to service delivery; up to 1 week	Staff issues cause failure to service delivery; 1 to 4 weeks	Staff issues cause continuing failure to deliver essential services; in excess of 1 month
Industrial Relations	Isolated, internal or minimal impact on staff morale or performance; minimal loss to organisation	Contained impact on staff morale or performance of short term significance; medium loss to organisation	Significant impact on staff morale or performance of medium term significance; significant loss to organisation	Major impact on staff morale or performance with long term significance; very high loss to organisation	Extensive impact on organisational morale or performance; threat to viability of program or service

Category	Insignificant	Minor	Moderate	Major	Catastrophic
Information Technology	No measurable operational impact to organisation	Minor downtime or outage in single area of organisation; addressed with local management and resources	Significant downtime or outage in multiple areas of organisation; substantial management required and local resources	Loss of critical functions across multiple areas of organisation; long term outage; extensive management required and extensive resources	Extensive and total loss of functions across organisation; disaster management required
Legal/ Compliance Governance and Contractual	Isolated non-compliance or breach; minimal failure of internal controls managed by normal operations; negligible financial impact	Contained non-compliance or breach with short term significance with minor financial impact; some impact on normal operations	Serious breach involving statutory authorities or investigation; significant failure of internal controls; prosecution possible with significant financial impact	Major breach with fines and litigation; critical failure of internal controls; long term significance and major financial impact	Extensive breach involving multiple individuals; Extensive fines and litigation with possible class action; viability of program, service or organisation threatened
Legislative/ Regulatory	Insignificant breach with no fine or litigation; No OIG involvement; Insignificant impact of legislation/regulations	Minor breach with no fine or litigation; OIG notified; Minor impact of legislation/regulations	Serious breach with possible fine or litigation; Possible OIG involvement; Moderate impact of legislation/regulations	Major breach with fine or litigation; OIG involvement; Administrator may be appointed; Major impact of legislation/regulations	Extensive breaches with fines and litigation; OIG review of organisation; Administrator appointed Severe impact of legislation/regulations
Natural Hazards	Minimal physical or environmental impact; isolated hazard only; dealt with through normal operations	Minor physical or environmental impact; hazards immediately controlled with local resources	Significant physical or environmental impact; hazards contained with assistance of external resources	Major physical or environmental impact; hazard extending off-site; external services required to manage	Extensive physical or environmental impact extending off-site; managed by external services; long term remediation required
Other	An isolated event, the impact of which can be absorbed during normal operations	A minor event, the impact of which can be absorbed with <u>specific management</u>	A significant event, the impact of which can be managed but has medium term implications	A critical event, the impact of which may be endured with proper management but has long term implications	A disaster or event with extensive impact across multiple areas of the organisation, threatening the viability of the organisation
Outsourcing	Insignificant impacts of outsourcing on the organisation; Wide range of <u>alternative suppliers of service</u> ;	Minor impacts of outsourcing on the organisation; Fines and litigation; Potential for service to be threatened; Several alternative suppliers of service; Employee unrest	Serious impacts of outsourcing on the organisation; Fines and litigation; Community unrest; Service threatened; Limited no alternative suppliers of service; Potential for employee industrial action	Major impacts of outsourcing on the organisation; Major fines and litigation; Widespread Community unrest; Service or organisation threatened; Only a couple of alternative suppliers of service; Disruption to services due to employee industrial action	Severe impacts of outsourcing on the organisation; Extensive fines and litigation; Widespread community backlash; Service and organisation threatened; No alternative supplier of service; Disruption to services due to severe employee industrial action
Political	Negligible impact on other stakeholders	Minor local community concern manageable through good public relations; adverse impact on other stakeholders	Significant regional concern/exposure and short to <u>mid term</u> loss of support from community; adverse impact and involvement of OIG	State media and public concern/exposure with adverse attention and <u>long term</u> loss of support from community; adverse impact and intervention by State Government	Loss of State Government support with scathing criticism and removal of the Council; national media exposure; loss of power and influence restricting decision making and capabilities
Professional Indemnity	Isolated, internal or minimal complaint; minimal loss to organisation	Contain complaint or action with short term significance; medium loss to organisation	Significant complaint involving statutory authority or investigation; prosecution possible with significant loss to organisation	Major complaint with litigation and <u>long term</u> significance; very high loss to organisation	Extensive litigation with possible class action; worst case loss to organisation; threat to viability of organisation, <u>program</u> or service

Property and Infrastructure	Isolated or minimal loss; short term impact; repairable through normal operations; facility still operational	Minor loss with limited downtime; short term impact; mostly repairable through normal operations	Significant loss with temporary disruption of key facility and services; medium term impact on organisation	Critical loss or event requiring replacement of <u>key</u> property or infrastructure; medium to long term impact on organisation	Disaster with extensive loss of key assets and infrastructure with long term consequences; threat to viability of services or operation
Public Liability	First aid only required; minimal loss to organisation	Some medical treatment required; medium loss to organisation	Significant injury involving medical treatment or hospitalisation; high loss to organisation	Sever injuries or fatalities to individual; very high loss to organisation	Multiple fatalities or extensive <u>long term</u> injuries; worst case loss to organisation
Reputation	Isolated, <u>internal</u> or minimal adverse attention or complaint	Heightened local community concern or criticism	Significant public criticism with or without media attention	Serious public or media outcry, broad media attention	Extensive public <u>concern</u> ; potential national media attention
Sales & Marketing	Insignificant impact on Product/Service; Insignificant financial impacts	Minor impact on Product/Service; Minor financial impact	Significant impact on Product/Service; Significant financial impacts	Major impact on Product/Service; Major financial impacts and organisations viability and sustainability could be threatened.	Severe impact on Product/Service; Severe financial impacts and organisations viability and sustainability threatened.
WHS	No injury	First aid or minor medical treatment only; No loss of time	Significant injury involving medical treatment or hospitalisation and loss of time	Extreme injury; serious <u>long term</u> illness	Fatality; permanent disability or disease

RISK LEVEL RATING		Consequence of Event Occuring				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood of Event Occuring	Almost Certain	Medium	High	High	Extreme	Extreme
	Likely	Medium	Medium	High	High	Extreme
	Possible	Low	Medium	High	High	High
	Unlikely	Low	Low	Medium	Medium	High
	Rare	Low	Low	Medium	Medium	High

	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

Risk Level	Action Required
Extreme	<ul style="list-style-type: none"> This risk level is Unacceptable Develop specific Treatment Plan for immediate implementation to address Allocate actions and budget for implementation within one month Report immediately to Executive Leadership ; regular internal reporting required
High	<ul style="list-style-type: none"> Develop and implement a specific Treatment Plan for high risks Allocate actions and budget to minimise risk; monitor implementation Report to Executive Leadership within one month; regular internal reporting
Medium	<ul style="list-style-type: none"> Develop and implement a specific Treatment Plan for medium risks Allocate actions and budget to minimise risk where existing controls deemed Report to Executive Leadership within the quarter; Management to consider additional controls; report within the quarter
Low	<ul style="list-style-type: none"> Accept and Monitor low-priority risks Manage via routine procedures where possible; Monitor via normal internal reporting mechanisms

RISK CATEGORY	Willingness to Accept Risk				
	LOW Averse	Minimal	MEDIUM Cautious	Open	HIGH Hungry
	Preference for options that avoid risk	Preference for ultra safe options with low inherent risk	Preference for safe options with low degree of residual risk and limited potential for reward	Willing to consider all options with a preference for prudent options and an acceptable level of reward	Enthusiasm for innovation leading to preference for higher rewards despite greater inherent risk
Assets			x		
Commercial Activities				x	
Compliance		x			
Environment		x			
Financial		x			
Governance		x			
Knowledge and Resilience			x		
People (WHS)	x				
Reputation			x		
Technology				x	

LOW Medium

Control effectiveness rating (Suggested)

CONTROL EFFECTIVENESS	Description
Ineffective	No documented procedures in place No training, no documented assessment or records No consistency in application - different methods/approaches used Staff awareness varies and limited
Limited Effectiveness	Some documented procedures in place, may be outdated Control design can be improved Inconsistency and haphazardly applied Limited reporting/oversight of issues with process Limited staff awareness and training of process or control
Moderately Effective	Documented procedures Controls design is limited to either detective or corrective controls Staff trained but no documented assessment or records retained General consistency with methods used Staff aware of controls and generally follow them Reporting of issues with process Staff aware of where to obtain information on process and controls
Highly Effective	Documented procedures in place Controls design includes both detective or corrective controls and layers of control All staff trained and competency assessed, and records retained Staff retrained if changes made, or after a long period of time and records retained Consistent method used and applied Staff have a high level of awareness of the process and controls Staff can outline reporting process if issues arise Process audited periodically and passes