

CITY OF KARRATHA  
DRAFT STRATEGIC RISK REGISTER

Risk ID Number	Risk Description	Cause	Effect	All Risk Categories	Main Risk Category		Inherent Risk		Current Controls	Control(s) Rating	Residual Risk (Pre Treatment Action Plan)			Risk Appetite Rating	Risk Tolerance Rating	Responsible Executive	Treatment Action Plan
						Likelihood	Consequence	Inherent Risk			Likelihood	Consequence	Residual Risk				
C1	Non-compliance with legislative or governance obligations (Local Government Act, audit findings)	1. Lack of awareness or understanding of legislation 2. Inadequate governance and legislation compliance framework 3. Insufficient induction or training on governance and compliance obligations. 4. Failure in internal controls or monitoring mechanisms. 5. Changes to legislation not identified or implemented. 6. Inadequate oversight by Council, Committee, Management.	1. Regulatory penalties or sanctions imposed by oversight bodies. 2. Adverse audit findings impacting reputation & credibility. 3. Loss of public trust or community confidence in governance. 4. Legal action or liability for breach of statutory duty. 5. Financial loss due to fines, corrective actions, or cost of remediation. 6. Reduced operational efficiency due to corrective investigations 7. Council or staff disciplinary action, includes dismissal or suspension. 8. Loss of accreditation or reduction in funding opportunities.	Compliance Financial Reputation	Compliance	3 - Possible	4 - Major	12 - High	1. Legislative compliance register/calendar 2. Delegations and policy framework 3. Code of Conduct and induction training 4. Internal audit and risk reviews 5. Conflict of interest declarations 6. Council reporting and disclosures 7. Governance and compliance training 8. Annual Compliance Audit Return	Needs Improvement	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Corporate Services	1. Automate compliance monitoring/attestations 2. Strengthen policy review/approval workflow 3. Refresher training for managers/elected members 4. Benchmark compliance maturity 5. Annual delegation instrument review 6. Expand audit coverage for emerging risks
C2	Ineffective governance due to breakdown in Council–Administration relationships affecting strategic decision making.	1. Lack of clarity in roles and responsibilities 2. Poor communication and information sharing leading to misunderstandings or mistrust. 3. Personality conflicts or political tensions 4. Inadequate induction or training on governance and conduct. 5. Failure to adhere to Code of Conduct or behavioural standards.	1. Erosion of trust and collaboration between Council and Administration. 2. Ineffective decision-making and delays in implementing strategic priorities. 3. Reputational damage and loss of community confidence in governance. 4. Increased complaints, investigations, or legal disputes. 5. Reduced morale and retention.	Compliance Reputation	Compliance	3 - Possible	4 - Major	12 - High	1. Council Member Code of Conduct 2. Roles/relationships protocols; induction 3. Briefings/workshops calendar 4. Conflicts of Interest and gifts/benefits registers 5. Media/communications protocols 6. Mediation/conciliation pathways	Adequate	2 - Unlikely	3 - Moderate	6 - Moderate	TBA	TBA	Director Corporate Services	1. Team-building/governance workshops 2. Refresh behavioural standards 3. Publish governance KPIs 4. Confidential feedback to CEO/Mayor 5. Scenario training on high-stress topics
E1	Aboriginal cultural heritage and native title/land access risks are not adequately managed	1. Inadequate consultation or engagement with Traditional Owners and Aboriginal stakeholders. 2. Lack of understanding or awareness of obligations under the Aboriginal Heritage Act 1972 (WA) or Native Title Act 1993 (Cth). 3. Insufficient due diligence before land development, construction, or maintenance activities. 4. Poor recordkeeping or mapping of heritage sites/ cultural locations. 5. Failure to obtain necessary permits or approvals prior to works on or near heritage sites. 6. Changes to legislation or interpretation creating uncertainty in compliance obligations.	1. Disturbance or destruction of cultural heritage sites, causing community distress and legal breaches. 2. Regulatory enforcement actions, including fines, prosecution, or stop-work orders. 3. Project delays and cost overruns due to investigations or remediation requirements. 4. Damage to relationships and trust with Aboriginal communities and Traditional Owners. 5. Reputational damage from perceived insensitivity or non-compliance. 6. Loss of access to land or development rights under Native Title determinations or heritage protections.	Environment Compliance Financial Reputation Service Interruption	Environment	3 - Possible	5 - Catastrophic	15 - High	1. Aboriginal engagement framework 2. Cultural heritage due-diligence procedures 3. Planning mapping/data layers 4. Legal review of agreements/permits 5. Staff cultural awareness training 6. Consultation documentation protocols	Needs Improvement	3 - Possible	4 - Major	12 - High	TBA	TBA	Director Development Services	1. Co-design projects with Traditional Owners 2. Strengthen monitoring/chance-find procedures 3. Long-term partnership agreements 4. Build in-house specialist capability 5. Annual compliance audits 6. Public reporting on engagement outcomes 7. Set-up good governance structures
F1	Adequacy of Council's response to extreme weather events and climate change	1. Inadequate assessment of emissions from burning fossil fuels and clearing of vegetation and landfill of organic matter 2. Failure to reduce or offset carbon emissions 3. Lack of investment in renewable energy 4. Failure to accurately measure and/or report emissions and set reduction targets in line with global standards 5. Insufficient climate adaptation or resilience planning in infrastructure design. 6. Ageing or poorly maintained assets vulnerable to damage from environmental stressors. 7. Inadequate stormwater and drainage systems unable to manage heavy rainfall or coastal inundation. 8. Poor land-use planning or development in high-risk coastal and flood-prone zones. 9. Lack of emergency preparedness and response capability	1. Increased warming 2. Region untenable in the future 3. Drought and sea level rise 4. Reputational damage from lack of action 5. Economic and financial loss 6. Damage or destruction of critical infrastructure such as roads, utilities, and community facilities. 7. Service disruption affecting transport, waste, water, and emergency response operations. 8. Significant repair and recovery costs, increasing financial strain on council budgets. 9. Public safety risks including injury, displacement, or property loss. 10. Environmental degradation such as coastal erosion, loss of vegetation, and contamination. 11. Reputational and community confidence loss due to perceived inaction	Environment Financial Reputation Compliance Health Service Interruption	Environment	5 - Almost Certain	4 - Major	20 - Extreme	1. Environmental Sustainability Strategy 2. Progress the Waterwise Council program and implement water efficiency measures 3. Utility monitoring software 4. Environmental Management Plans 5. Licence tracking/compliance registers 6. SOPs for waste/emissions control 7. Monitoring and sampling programs 8. Staff competency/inductions 9. Audit and corrective action follow-up 10. Street tree policy and weed management strategy 11. LEMA (emergency arrangements) 12. CHRMAP (coastal adaptation planning) 13. Asset plans with climate risk registers 14. Business continuity & disaster recovery plans 15. Insurance coverage for critical assets	Needs Improvement	4 - Likely	4 - Major	16 - High	TBA	TBA	Director Development Services	1. Prepare a Climate Change Adaptation & Mitigation Plan 2. Climate Change Policy and Declaration 3. Implement Waterwise Action Plan and Sustainability Strategy 4. Upgrade infrastructure (liners/stormwater/containment) 5. Automate monitoring/telemetry 6. Pursue ISO 14001 certification 7. Review spill response protocols 8. Transparency via public reporting 9. Regular liaison with DWER/auditors 10. Develop new environmental management plans 11. Implement coastal adaptation (seawalls, setbacks) 12. Strengthen cyclone resilience standards 13. Integrate climate risk into capital design reviews
F2	Core changes to role of LG and/ or funding arrangements impact the City's ability to fulfill its mandate and deliver services.	1. Legislative or regulatory reform altering the functions, responsibilities, or powers of local government. 2. Reduction or withdrawal of State or Federal funding for core local government services or programs. 3. Shifts in intergovernmental policy priorities leading to cost or responsibility transfer to councils. 4. Economic downturn or fiscal tightening reducing grant availability and rate revenue growth. 5. Population or demographic changes affecting service demand and funding models. 6. Failure to effectively advocate or plan for emerging reforms or financial changes.	1. Financial stress and budget shortfalls requiring service reductions or rate increases. 2. Reduced capacity to deliver essential services and meet community expectations. 3. Increased operational and compliance burden without corresponding resources. 4. Need for organisational restructuring or reprioritisation of strategic objectives. 5. Community dissatisfaction and reputational damage from perceived service cuts or inefficiency. 6. Uncertainty in long-term planning and inability to meet IPR obligations.	Compliance Financial Reputation Service Interruption	Financial	3 - Possible	5 - Catastrophic	15 - High	1. Long-Term Financial Plan and Annual Budget 2. Advocacy Plan and government relations 3. Legislative monitoring and compliance calendar 4. Financial reserves and prudential ratios 5. Scenario planning for reform/funding changes 6. Memberships (e.g., Regional Capitals Australia)	Adequate	3 - Possible	4 - Major	12 - High	TBA	TBA	Director Corporate Services	1. Strengthen advocacy with State/Federal on roles/funding 2. Diversify own-source revenue base 3. Update service prioritisation under reform scenarios 4. Refresh LTFF assumptions and stress tests 5. Stakeholder communication on impacts 6. Maintain contingency reserves
F3	Failure to ensure financial sustainability	1. Poor oversight of financial key indicators 2. SAT decisions impacting on rating and LTFF 3. Changes in strategic direction without due consideration of long term obligations 4. Withdrawal of funding streams 5. Inadequate planning 6. Unexpected changes in external economic conditions, such as inflation, interest rates, or market downturns.	1. Pressure to review and increase income streams (rates, fees, debt, other grant sources, etc.) 2. Reputational impact 3. Urgent reviews required of budget and LTFF 4. Review or re-writing ISP documents 5. Collateral impact to capital programs	Financial Reputation Service Interruption	Financial	3 - Possible	5 - Catastrophic	15 - High	1. Long term financial planning 2. Balanced annual budget 3. Treasury and Investment Policy 4. Monthly financial reporting and variance analysis 5. Internal audit of key financial processes 6. Debt management and liquidity controls 7. Fees and charges review process. 8. Diversified Investment Strategy	Adequate	2 - Unlikely	4 - Major	8 - Moderate	TBA	TBA	Director Corporate Services	1. Financial Sustainability Strategy 2. Expand own source revenue base 3. Efficiency and productivity program 4. Multiyear funding agreements 5. Rolling capital works reserve 6. Service Reviews and prioritisation framework
F4	Lack of sustained and balanced economic growth	1. Lack of diversity of regional economy 2. Low retention of local productivity 3. Poor infrastructure provision 4. Low regional power 5. Pilbara premium 6. Reliance on big businesses 7. Government regulations 8. Lack of workforce housing or affordable housing availability	1. Stunted regional economic development 2. Stunted revenue 3. Reduced liveability 4. Population decline	Financial Reputation	Financial	5 - Almost Certain	5 - Catastrophic	25 - Extreme	1. Economic Development and Tourism Strategy 2. Long-Term Financial Plan (LTFF) with commodity-cycle sensitivity 3. Economic diversification strategy in Council Plan 4. Monitoring of regional indicators (jobs, closures, airport pax) 5. Prudential ratios and liquidity thresholds 6. Industry and intergovernmental MOUs 7. Grants/funding pipeline register 8. Local Planning Strategy/Scheme and developer contribution plans.	Needs Improvement	4 - Likely	4 - Major	16 - High	TBA	TBA	Director Development Services	1. Develop Regional Economic Diversification Roadmap 2. Expand non-rate revenue (airport, leasing, commercial) 3. Economic early-warning dashboard for Council 4. Advocacy with State/Federal for investment 5. Industry workforce transition programs 6. Attract new industries (tourism, logistics, renewables) 7. Accelerate land release and mixed-size developments 8. Incentivise diverse/affordable product (e.g. in-fill
F5	Failure to ensure continuity of Airport operations, impacting regional connectivity and economic activity and compliance with requirements.	1. Changes in aviation demand 2. Loss of key commercial relationships 3. Compliance failures 4. Infrastructure failures and limitations 5. Insufficient delivery of services 6. Statutory impacts 7. Natural disasters	1. Loss of revenue 2. Financial impacts on City Reserves 3. Reputational damage with community, industry, tourists, airlines and government 4. Regulatory non-compliance (e.g. CASA, security) 5. Underutilisation of a major regional asset 6. City becomes less accessible 7. Liveability impacts 8. Local business and social impacts 9. Industry reliance on supporting solutions	Financial Service Interruption Reputation	Financial	3 - Possible	5 - Catastrophic	15 - High	1. Diversification of revenue sources (Development of non-aeronautical revenue) 2. Regular engagement with airlines on route servicing 3. Compliance audits and airside risk assessments 4. Airport Master Plan 5. Long term financial planning 6. Asset Management Plan 7. Commercial strategy 8. Route development program. 9. Maintain Market data and monitor trends (pax, load factors, spend) 10. Infrastructure readiness (runway, apron, terminal) 11. Marketing and city promotion 12. Maintain industry contacts and monitor project development	Excellent	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Projects & Infrastructure	1. Business cases for priority domestic/international routes 2. Runway/apron upgrades and terminal enhancements 3. Maintain Federal and State Government support and identify risk-sharing options 4. Targeted marketing with tourism/industry partners 5. Data-driven negotiations with carriers 6. Monitor competitor airports and adjust offers 7. Close out CASA audit actions 8. Update and maintain Aerodrome Manual/SMS training 9. Modernise terminal/airside assets 10. Manage Airline/route development partnerships 11. Annual emergency exercises 12. Passenger/OTP/spend analytics
F6	Fraud and Corruption	1. Weak internal controls such as inadequate segregation of duties, authorisations, or oversight. 2. Poor ethical culture such as lack of leadership example or organisational intolerance for misconduct. 3. Inadequate vetting or recruitment processes such as failure to identify potential integrity risks. 4. Limited monitoring and auditing including absence of routine or surprise audits and reconciliations. 5. Financial pressure or personal gain motives such as individuals exploiting opportunities for benefit. 6. Lack of awareness or training such as when employees are unaware of fraud indicators or reporting mechanisms.	1. Direct theft, misappropriation, or misuse of funds or assets. 2. Reputational damage, erosion of community and stakeholder trust. 3. Breaches of legislation and potential prosecution. 4. Operational disruption as diversion of resources for investigations or remediation. 5. Reduced staff morale and confidence as loss of trust . 6. Adverse audit and governance findings as negative outcomes internal audit reports.	Financial Reputation	Financial	3 - Possible	4 - Major	12 - High	1. Fraud & Corruption Control Plan 2. Segregation of duties/approvals 3. Procurement and expenditure policy 4. Whistleblower reporting/protection 5. Internal audit program 6. Conflict of interest register 7. Acting arrangements for leave increasing possibility of detection	Needs Improvement	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Corporate Services	1. Fraud awareness/ethics training 2. Anomaly detection analytics 3. Rotate staff in sensitive roles 4. Strengthen supplier due diligence 5. Procurement transparency reports 6. Tighter management sign-offs

CITY OF KARRATHA  
DRAFT STRATEGIC RISK REGISTER

Risk ID Number	Risk Description	Cause	Effect	All Risk Categories	Main Risk Category		Inherent Risk		Current Controls	Control(s) Rating	Residual Risk (Pre Treatment Action Plan)			Risk Appetite Rating	Risk Tolerance Rating	Responsible Executive	Treatment Action Plan
						Likelihood	Consequence	Inherent Risk			Likelihood	Consequence	Residual Risk				
F7	Under performance of Investment	1. Inadequate governance and oversight of investment decisions and project risks. 2. Poor financial planning and unrealistic forecasting including overestimated revenues or underestimated costs 3. Inadequate due diligence before committing to investments. 4. Project delays or cost overruns reducing expected returns. 5. Limited internal expertise to manage complex investments 6. External economic factors (inflation, interest rates, market downturns).	1. Low investment return or yield. 2. Financial loss and increased financial pressure leading to higher rates or fees for residents 3. Reputational risks that affect community confidence 4. Reduced ability to fund essential services and community programs. 5. Delay or cancellation of planned infrastructure and development projects. 6. Limited capacity to achieve long-term strategic objectives and sustainability goals. 7. Upswing in investment performance could strengthen financial sustainability and capacity for strategic growth.	Financial Reputation	Financial	3 - Possible	5 - Catastrophic	15 - High	1. Financial planning and forecasting processes. 2. Governance and oversight committees for investment decisions. 3. Due diligence before committing to investments. 4. Procurement and contract management policies to control costs. 5. Investment Policies	Needs Improvement	3 - Possible	4 - Major	12 - High	TBA	TBA	Director Corporate Services	1. Investment performance monitoring and reporting framework. 2. Diversification strategies to reduce financial risk. 3. Use of external advisors for specialist expertise. 4. Contingency planning and risk management frameworks
H1	Lack of Psychosocial Safety at workplace	1. Inadequate identification, management or mitigation of psychosocial risks. 2. Workload pressure and/or stress. 3. Poor organisational culture. 4. Lack of mental health training and awareness.	1. Reduced employee morale and engagement 2. Increased workers' compensation claims 3. Regulatory scrutiny and/or statutory breach 4. Difficulty attracting and retaining talent 5. High staff turnover 6. Reputational impacts 7. Financial impacts 8. Reduced productivity	Health Financial Reputation	Health	3 - Possible	4 - Major	12 - High	1. EAP service 2. Psychosocial hazard assessments and regular reviews 3. Anonymous feedback channels and grievance procedures 4. Staff training in mental health and wellbeing - Mental Health first Aid & Accidental Counsellor 5. WHS Framework Project 6 Wellbeing Program 7. Financial impacts 8. Reduced productivity	Needs Improvement	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Corporate Services	Continued development and implementation of: 1 Psychosocial Project 2. WHS Framework Project32. Psychosocial Project 3. Wellbeing Program 4. Leadership Development Project 5. Culture Plan
H2	Failure to adequately identify, prioritise and address community safety, social cohesion , child safety and the needs of vulnerable people may impact the overall wellbeing of communities.	1. Socioeconomic disadvantage — unemployment, poverty, or lack of access to services . 2. Inadequate community engagement or inclusion strategies with limited consultation with diverse groups. 3. Growth in antisocial behaviour or crime like vandalism, theft, or violence affecting public perception of safety. 4. Insufficient urban design or infrastructure like poor lighting, lack of public spaces, or unsafe facilities. 5. Public health crises or emergencies leading to social isolation or community stress. 6. Rapid demographic change with cultural misunderstandings or lack of integration between community groups. 7. Inadequate child protection policies and lack of support for vulnerable individuals. 8. Failure to provide safe environments in schools, care	1. Increased community fear or reduced perception of safety in public areas. 2. Social division or conflict undermining inclusiveness and cohesion. 3. Decline in community wellbeing and mental health outcomes. 4. Damage to local reputation and reduced attractiveness for investment or tourism. 5. Increased pressure on services like rangers, health, community support, and facilities. 6. Reduced participation and trust in civic processes, engagement, and governance. 7. Increased exposure to abuse or neglect, leading to long-term psychological trauma and reduced community trust.	Health Environment	Health	3 - Possible	4 - Major	12 - High	1. Maintain strong partnerships with WA Police, health services, schools, aboriginal organisations, DEFES and community service providers. 2. CCTV/lighting maintenance 3. Youth engagement/social programs 4. Public event management framework 5. Incident reporting/rapid response 6. Emergency services liaison	Needs Improvement	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Development Services	1. Develop strategic social planning framework incorporating social planning, community safety and public health. 2. Review and update Public Helath and Wellbeing Plan 3. Develop Community Safety Plan 4. Development and implement child safeguarding principles and framework 5. Implement place-based approach 6. Support early interventional initiatives for youth, early years and domestic violence prevention 2. Increase patrols/lighting upgrades 4. Community awareness campaigns 5. Funding for safety coordinators 6. Local safety dashboard/analytics 7. Advocacy planning
H3	Pandemic or epidemic causing service disruption and affecting the health of the community	1. Emergence of contagious disease. 2. Insufficient pandemic preparedness or response planning. 3. Limited availability of critical supplies or equipment. 4. Staff absenteeism or illness leading to reduced workforce. 5. Disruption to supply chains and essential services including waste, utilities, or contractors. 6. Inadequate communication and coordination between agencies, government bodies, and the community.	1. Inability to deliver essential community services or operations. 2. Increased costs for response measures and reduced revenue streams. 3. Health and safety risks to staff and community members. 4. Reduced community wellbeing and social cohesion due to isolation, fear, or misinformation. 5. Reputational risk as perceived inadequate response or crisis management. 6. Regulatory and operational challenges in adapting to emergency legislation, mandates, or restrictions.	Health Service Interruption	Health	3 - Possible	5 - Catastrophic	15 - High	1. Local Emergency Management Arrangements (LEMA) 2. Business Continuity and Disaster Recovery plans 3. Public Health Plan and protocols 4. Remote working capability and ICT enablement 5. Communications and community information channels 6. Event risk assessments and controls	Adequate	3 - Possible	4 - Major	12 - High	TBA	TBA	Director Development Services	1. Stockpile PPE and critical supplies 2. MoUs with health providers for surge response 3. Vaccination/clinic logistics support if required 4. Update BCP for prolonged public health emergencies 5. Scenario exercises and after-action reviews 6. Enhance digital service delivery and outreach
H4	Health service access gaps limit the ability of communities to maintain good health and wellbeing.	1. Insufficient availability of healthcare facilities and providers in remote areas. 2. Financial barriers, such as lack of insurance coverage or high out-of-pocket costs. 3. Limited transportation options or infrastructure, making it difficult for communities to reach health services. 4. Cultural, language, or informational barriers that prevent some groups from accessing care. 5. Inadequate coordination between different health service providers, leading to fragmented or inefficient care delivery.	1. Reduced community health outcomes with delayed diagnosis and treatment, worsening chronic conditions. 2. Increased demand on emergency and crisis services due to lack of preventative care. 3. Social inequities and community dissatisfaction from perceived neglect or lack of access. 4. Higher costs to the local health system from reactive rather than preventative health approaches. 5. Population decline or workforce challenges if health access deters residents or new arrivals. 6. Reputational impact on local government and regional	Health	Health	3 - Possible	4 - Major	12 - High	1. Public Health Plan and Health Services Review 2. Partnerships with WA Country Health Service & NGOs 3. Community facilities supporting health programs 4. Community engagement and needs assessment 5. Advocacy and government relations 6. Transport/connectivity initiatives for access 7. Allied Health Supported Accommodation Scheme	Needs Improvement	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Chief Executive Officer	1. Advocate for permanent practitioners and allied health 2. Facilitate a community health hub/visiting specialists 3. Support telehealth enablement and digital inclusion 4. Expand prevention/wellness programs 5. Funding bids for health infrastructure/services 6. Monitor access KPIs and report to Council
R1	Ineffective advocacy and stakeholder engagement, loss of community confidence or reputation damage	1. Resourcing issues 2. Inadequate planning 3. Not informed 4. Lack of established relationships and understanding of stakeholder's needs and priorities. 5. Lack of communication and stakeholder engagement strategy leading to community disengagement or mistrust. 6. Service failures or unmet community expectations in key areas (e.g., waste, safety, infrastructure). 7. Breach of ethical standards or misconduct by elected members or staff. 8. Failure to respond effectively to emerging issues or crises, resulting in perceived inaction or mismanagement. 9. Inadequate data from business climate survey	1. Lack of awareness of City advocacy priorities 2. Reduced chance of funding and support 3. Inability to affect change 4. Reputational issues 5. Community expectations not met resulting in erosion of public trust and credibility in Council and administration 6. Increased resistance, misunderstanding, or conflict among stakeholders. 7. Reduced community participation in engagement, volunteering, and civic processes. 8. Staff morale decline and retention challenges due to negative public sentiment. 9. Difficulty implementing future initiatives or policies due to community resistance or scepticism	Reputation	Reputation	3 - Possible	4 - Major	12 - High	1. Meeting with stakeholders 2. Involvement in government policy development 3. Endorsed Advocacy Position Statements 4. Community Survey 5. Membership with external advocacy bodies 6. Community engagement framework 7. Communications/media protocols 8. Complaints and service recovery 9. Social media monitoring/response 10. Transparency via annual reporting	Adequate	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Chief Executive Officer	1. Maintain Advocacy Position Statements 2. Delegation trips 3. Real-time community dashboards 4. Proactive engagement on major projects 5. Rapid-response communication protocols 6. Publish commitment delivery progress 7. Reputation risk workshops with ELT 8. Escalation playbooks for contentious issues
R2	Alignment of services with community values and aspirations	1. Lack of communication and community engagement strategy 2. Divergent views as a result of available and disclosable information 3. Not familiar with strategic, community and corporate directions 4. Lack of flexibility in ISP documentation 5. Lack of established relationships and understanding of stakeholder's needs and priorities.	1. Disharmony and angst amongst community 2. Lack of trust between Community and Council 3. Disconnect with ISP documents	Reputation	Reputation	3 - Possible	3 - Moderate	9 - Moderate	1. Regular community surveys and engagement 2. Review of ISP documentation and confirmation from community towards agreed aspirations and outcomes 3. Public question time at Council meetings Council Plan	Excellent	2 - Unlikely	3 - Moderate	6 - Moderate	TBA	TBA	Director Corporate Services	1. Implementation of new Council Plan 2. Service Review Program 3. Customer Insights Framework
S1	Asset and Infrastructure Failure	1. Ageing assets 2. Inadequate maintenance 3. Infrastructure condition data not effectively picked up and recorded into asset management system 4. Natural disasters 5. Human Error	1. Financial impacts 2. Loss of Amenity 3. Higher incidence of breakdowns 4. Potential staff and community safety issues 5. Increased complaints 6. Disruption of community and City services 7. Reputational impacts	Service Interruption	Service Interruption	3 - Possible	5 - Catastrophic	15 - High	1. Established planned preventative maintenance programs 2. Building maintenance contracts 3. Monitoring and reporting processes 4. Routine condition assessments and audits 5. Implementing Asset Management Plans 6. Long term financial planning 7. Service level agreements 8. Financial modelling and renewal gap 9. Capital Works Program Oversight Group	Needs Improvement	3 - Possible	4 - Major	12 - High	TBA	TBA	Director Projects & Infrastructure	1. Ongoing condition assessments and implementing preventative maintenance programs 2. Maintain accurate asset information 3. Implement Project Lifecycle Management - Business Transformation Project 4. Increase renewal funding ratios/ reserves 5. Implement Asset prioritisation/ optimisation model 6. Bundle renewals via multiyear contracts 7. Data improvement and GIS intergration 8. Consistently review service levels 9. Publish annual State of the Assets report. 10. Establish Strategic and Capital Asset
S2	Cybersecurity incident and inability to maintain a contemporary and secure IT environment limiting operational efficiency and effectiveness.	1. Accidental clicking phishing links, or misdirected emails. 2. Inadequate awareness or lack of cybersecurity or privacy training. 3. Insufficient security such as outdated firewalls, antivirus, patching. 3. Weak access controls such as poor password design or lack of MFA. 4. Targeted hacking, ransomware, or social engineering attacks exploiting system weaknesses. 5. Lack of systems scalability and integration 6. Technological rate of change. 7. Pressure to modernise or digitise services. 8. Lack of long term planning. 9. Limited budget/resources.	1. Loss or theft of sensitive or personal data — resulting in breach of privacy legislation (e.g., Privacy Act, Privacy and Responsible Information Sharing Act, APPs). 2. Reputational damage, loss of public trust and community confidence. 3. Financial costs — expenses for forensic investigation, remediation, and potential legal action. 4. Service disruption to business operations or public service delivery. 5. Regulatory penalties for non-compliance with privacy, records, or cybersecurity obligations. 6. Litigation claims from affected individuals, contractors, or partners. 7. Current technologies may become outdated, incompatible or unsupported leading to increased cybersecurity vulnerabilities and service disruptions 8. Organisational skills gap 9. Data integrity and integration issues 10. Financial impacts 11. Channe fatigue and reduced productivity	Service Interruption Reputation Financial	Service Interruption	5 - Almost Certain	4 - Major	20 - Extreme	1. ICT Security Policy, IT policies and processes 2. Backups and DR testing 3. Security patching and endpoint protection 4. Network monitoring and logging 5. MFA, access management and SoD 6. New software/system implementation process 7. R & D of emerging trends and technologies 8. Suitably experienced/trained officers 9. Independent penetration testing 10. Asset Register 11. Vendor SLAs/performance reporting 12. Change management/version control 13. Security controls integrated 14. Incident/problem management	Needs Improvement	4 - Likely	3 - Moderate	12 - High	TBA	TBA	Director Corporate Services	1. Penetration testing and remediation 2. Deploy SIEM/monitoring 3. Data classification/encryption 4. Vendor/cloud security due diligence 5. Cyber incident simulations 6. Cyber awareness training 7. Develop ICT Strategy and digital transformation roadmap 8. ERP implementation 9. Work with People & Culture for organisational training 10. Replace end-of-life systems on schedule 11. High-availability architecture 12. Consolidate applications 13. Adopt ITIL practices 14. Improve vendor performance

CITY OF KARRATHA DRAFT STRATEGIC RISK REGISTER																
Risk ID Number	Risk Description	Cause	Effect	All Risk Categories	Main Risk Category	Inherent Risk		Current Controls	Control(s) Rating	Residual Risk (Pre Treatment Action Plan)			Risk Appetite Rating	Risk Tolerance Rating	Responsible Executive	Treatment Action Plan
						Likelihood	Consequence			Likelihood	Consequence	Residual Risk				
S3	Housing supply shortage in the City	1. Lack of available land ready for development 2. Shortage of contractors 3. Cost of building is high 4. Growth in population across all community areas 5. Major projects requiring housing for staff and contractors	1. Placing pressure on existing housing stock that does not suit all persons and family requirements 2. High rental affordability not conducive to all tenants who are not in the mining industry 3. Additional pressures on needs for service worker accommodation, public housing 4. Delays in recruiting staff or necessitating working remotely 5. Additional cost to employers to consider alternative methods of housing	Environment Reputation Service Interruption	Service Interruption	5 - Almost Certain	5 - Catastrophic	25 - Extreme 1. Town Planning Scheme 2. Analysis of demand and Supply of real estate market 3. Housing Action Plan. 4. Local Planning Strategy/Scheme and developer contribution plans 5. Partnerships with DevelopmentWA and industry 6. Strategic land supply and demand assessments 7. Service worker accommodation frameworks 8. Monitoring of affordability/liveability indicators 9. Business and Community Survey Results 10. Cumulative impact study 11. Adequate	Inadequate	5 - Almost Certain	5 - Catastrophic	25 - Extreme	TBA	TBA	Director Development Services	1. Ongiong monitoring by ELT and advocacy by Council 2. Examining options for City to undertake projects to facilitate housing, SWAs, hotel, etc.
S4	Loss of information due to privacy breach	1. Weak access controls or poor user permission management. 2. Inadequate cybersecurity measures (e.g., outdated systems, lack of encryption). 3. Human error, such as mishandling of sensitive data Accidental disclosure of sensitive data, clicking phishing links, or misdirected emails. 4. Insufficient staff training on privacy and data protection protocols. 5. Lack of robust policies and procedures for data handling and storage 6. Weak access controls such as poor password design or lack of Multi Factor Authentication (MFA) 7. Third-party vulnerability such as breach through vendors, contractors, or shared service providers.	1. Loss or theft of sensitive or personal data — resulting in breach of privacy legislation (e.g., Privacy Act, <b>PRIS Act</b> , APPs). 2. Reputational damage, loss of public trust and community confidence. 3. Financial costs — expenses for forensic investigation, remediation, and potential legal action. 4. Service disruption to business operations or public service delivery. 5. Regulatory penalties for non-compliance with privacy, records, or cybersecurity obligations. 6. Litigation claims from affected individuals, contractors, or partners.	Service Interruption Financial Compliance	Reputation	4 - Likely	5 - Catastrophic	20 - Extreme 1. Clear policies and procedures for secure data handling, storage, and disposal 2. ICT Security Policy and MFA 3. Security patching and endpoint protection 4. Network monitoring and logging 5. Access management and SoD 6. Regular audits and monitoring to detect vulnerabilities and ensure compliance.	Inadequate	4 - Likely	4 - Major	16 - High	TBA	TBA	Director Corporate Services	1. Penetration testing and remediation 2. Deploy SIEM/monitoring 3. Data classification/encryption 4. Privacy impact assessments for new systems 5. Vendor/cloud security due diligence 6. Cyber incident simulations 7. Mandatory staff training on data protection and privacy protocols
S5	Major project delivery risk (scope creep, cost escalation, schedule delay)	1. Inadequate project planning, approvals or scoping with unclear objectives, requirements, or deliverables at Initiation. 2. Poor governance oversight, reporting, or accountability . 3. Resource constraints with insufficient staffing, skills, or funding. 4. Stakeholder changes or interference with shifting priorities, political influence, or unrealistic expectations. 5. Supplier or contractor performance issues with material/product delays, quality defects, or contractual disputes. 6. Ineffective risk and change management with uncontrolled scope changes or late identification of risks. 7. Global factors impacting supply and costs of materials 8. Decision making and lengthy approval processes. 9. Poor project outcomes at the completion of delivery not	1. Increased costs due to poor cost estimation or escalation, resulting in deferral of this/other works. 2. Late delivery of project milestones and completion. 3. Reduced project quality or outcomes with failure to meet objectives or service delivery standards. 4. Reputational damage with loss of confidence from council, community, or funding bodies. 5. Operational disruption with resource diversion impacting other core services or projects. 6. Legal, contractual, or audit implications with non-performance penalties, disputes, or adverse findings. 7. Assets difficult to maintain or are not cost effective to own/operate.	Financial Service Interruption Reputation	Financial	4 - Likely	5 - Catastrophic	20 - Extreme 1. Project Management Framework with gates/change control, including suitable front end planning process for project success. 2. Independent cost estimates/value engineering 3. Monthly control reporting (EVM) 4. Project risk registers and contingency 5. Probity protocols and procurement plans 6. Standard contracts with securities/LDs 7. Stakeholder engagement and communication plans, 8. Steering committee and project sponsor oversight on risk, budget and scope. 9. Formal Asset Handover deliverables, requirements and outcomes, including consideration for Operational readiness.	Needs Improvement	4 - Likely	4 - Major	16 - High	TBA	TBA	Director Projects and Infrastructure	1. Strengthen scope, concept and design review processes, ensuring change is tracked sufficiently and endorsed. 2. Improve estimating accuracy, including forecasting and contingency management through independant QS engagement. 3. Escalation thresholds for scope/cost (ELT/Council) 4. Pre-qualify contractors; market intelligence or Early Contractor Intervention as part of delivery planning. 5. Collaborative delivery where capacity constrained, as well as with key Operational and Maintenance departments. 6. Lessons-learned library/knowledge transfer 7. Harden supply clauses (price adjust/materials) 8. Suitable procurement planning for long lead items.
S6	Changes in supply chain and logistics conditions affecting regional communities	1. Global or national supply shortages due to geopolitical tensions, trade restrictions, or pandemics. 2. Transport and logistics constraints — delays from shipping, freight, or local distribution bottlenecks. 3. Supplier insolvency or performance issues leading to contract failure or non-delivery. 4. Over-reliance on single or limited suppliers for critical goods and services. 5. Natural disasters or extreme weather events disrupting production, transport, or access routes. 6. Inadequate procurement planning or inventory management works.	1. Delays to service delivery and capital projects due to unavailable materials or equipment. 2. Increased procurement and operational costs from price volatility or urgent sourcing. 3. Reduced ability to maintain essential services 4. Contractual and reputational risks from missed deadlines or community dissatisfaction. 5. Operational inefficiency due to resource reallocation and reactive management. 6. Financial losses from penalties, wasted expenditure, or cancelled works.	Service Interruption Financial	Service Interruption	3 - Possible	4 - Major	12 - High 1. Multi-vendor procurement panels 2. Forward ordering/inventory policies 3. Delivery-risk contract clauses 4. Supplier performance reviews 5. Forecasting for seasonal/cyclone disruptions 6. Regional procurement collaborations	Adequate	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Corporate & Commercial	1. Regional warehousing/logistics partnerships 2. Supply risk register/contingency stock 3. Engage suppliers where possible for resilience 4. Long-term framework agreements 5. Scenario planning for disruptions 6. Procurement data analytics
S7	Insufficient workforce to deliver critical services arising from ongoing challenges in workforce attraction and retention.	1. Competitive labour market conditions with limited availability of qualified candidates, especially in regional areas. 2. Inadequate remuneration/ benefits compared to public and private sector benchmarks. 3. Lack of career and training opportunities for staff progression. 4. Poor organisational culture or leadership reducing employee satisfaction and engagement. 5. High workload or unclear role leading to burnout or turnover. 6. Limited housing, transport, or local amenities deterring relocation or retention in regional communities.	1. Reduced service delivery due to staff shortages or high turnover. 2. Increased recruitment and training costs to replace and onboard staff. 3. Loss of organisational knowledge and expertise. 4. Decreased staff morale and productivity leading to performance and culture issues. 5. Delays in project delivery or compliance obligations 6. Reputational damage as an employer of choice within the sector or community.	Health, Service Interruption	Service Interruption	3 - Possible	3 - Moderate	9 - Moderate 1. Workforce Plan; remuneration benchmarking 2. Learning & development framework 3. Succession and talent mapping 4. Employee Benefits i.e. Flexible work/housing incentives 5. Employee wellbeing programs 6. Recruitment and onboarding 7. Local Planning Strategy/Scheme and developer contribution plans 8. Partnerships with DevelopmentWA and industry 9. Strategic land supply and demand assessments 10. Service worker accommodation frameworks 11. Monitoring of affordability/liveability indicators.	Needs Improvement	3 - Possible	3 - Moderate	9 - Moderate	TBA	TBA	Director Corporate & Commercial	1. Employee Value Proposition, branding and marketing 2. Strengthen local pipelines/traineeships 3. Expand housing/incentives 4. Leadership Program and Development Pathways 5. Mentoring/coaching programs 6. Analytics to reduce turnover/time-to-hire 7. Accelerate land release and mixed-size developments 8. Incentivise diverse/affordable product (e.g., infill, build-to-rent) 9. Advance service worker accommodation initiatives 10. Streamline planning approvals/policy updates.