





















Proposed Updates to Strategic Risks

#	Current Risk	Current Residual Risk Rating	Proposed Risk	Proposed Residual Risk Rating	Rationale for Change
 1	Financial sustainability - Council financial settings are not sustainable in the long term.	 High	Financial Sustainability - If appropriate financial resources and systems are not in place, the organisation may be unable to maintain financial sustainability, impacting its ability to deliver services and meet strategic objectives.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework
 2	Cyber security - Cyber security vulnerability exposes the CoA to data breaches and system compromises, risking sensitive information and operational disruption.	 High	Cyber security - Our cyber security vulnerability exposes us to data breaches and system compromises, risking sensitive information and operational disruption.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework
 3	Assets and infrastructure - Ineffective asset and infrastructure planning, systems, and programs.	 High	Assets and infrastructure - Our assets and infrastructure do not meet community needs, and planning, systems and programs are not fit for purpose.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework
 4	Business resilience - The risk of disruptions to essential services and operations due to unforeseen events, threatening the CoA's ability to safeguard its personnel, assets, maintain service continuity and meet community needs.	 High	Business resilience - CoA does not adequately prepare or respond to disruptions to essential services and operations due to unforeseen events.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework


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#	Current Risk	Current Residual Risk Rating	Proposed Risk	Proposed Residual Risk Rating	Rationale for Change
 5	Climate change adaptation and vulnerability - Impact of changing climate conditions and an increase in extreme weather events presents a risk to Council, community, infrastructure and natural environment.	 High	Climate change adaptation and vulnerability - We fail to prepare and respond effectively to climate change to protect our assets, including our community, infrastructure and natural environment.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework
 6	Statutory and regulatory - Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation.	 Moderate	Statutory and regulatory - We fail to comply with statutory and regulatory requirements posing legal, financial, and reputational risks to the organisation.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework
 7	Reputational - Negative reputation and public perception of Council.	 High	Stakeholder management - We do not effectively manage our relationships and partnerships with key stakeholders.	TBD	Changed reputation risk to stakeholder engagement risk as reputation damage is considered outcome of inadequate stakeholder engagement.
 8	Human resource management - Ineffective human resource management; and work health & safety non-compliance.	 High	People and Talent - We are unable to attract and retain sufficient capacity and skills to effectively operate while maintaining work health & safety compliance.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework

Proposed Updates to Strategic Risks

#	Current Risk	Current Residual Risk Rating	Proposed Risk	Proposed Residual Risk Rating	Rationale for Change
 9	Ineffective governance - Ineffective governance leading to operational inefficiencies, legal liabilities, and reputational damage.	 Moderate	Governance - Ineffective governance leading to operational inefficiencies, legal liabilities, and reputational damage.	TBD	Risk retained
 10	Lack of fit for purpose IT systems and governance.	 High	Digital Capability - Our enterprise data, technology systems, and governance are not contemporary or aligned to organisational needs.	TBD	Risk retained; wording updated for clarity and alignment with JLT risk framework

New Risks Proposed by BDO

#	Proposed Risk	Proposed Risk Rating	Rationale for New Risk
 11	Strategy Implementation - Our strategic planning processes are not fully aligned or effective in supporting the implementation of key organisational objectives.	TBD	Added <i>Strategy Implementation</i> as a distinct risk to capture the potential misalignment between strategic planning and operational execution, which may hinder delivery of key organisational objectives.