

Risk ID Number	Risk Event	Cause	Effect	All Risk Categories	Main Risk Category	Inherent Risk			Current Controls	Control(s) Rating	Residual Risk (Pre Treatment Action Plan)			Responsible Executive	Treatment Action Plan
						Likelihood	Consequence	Inherent Risk			Likelihood	Consequence	Residual Risk		
SR-01	Inability to ensure the Financial Sustainability of the City	1. Heavy reliance on airport revenue, grants and externally influenced income streams 2. Exposure to economic cycles, aviation market dynamics, government policy shifts and industry priorities 3. Rising operating and capital costs outpacing revenue growth 4. Insufficient financial governance and investment oversight for complex revenue streams	1. Reduced capacity to fund services, infrastructure and strategic initiatives 2. Reduced financial resilience and long term certainty 3. Loss of confidence from Council, community and regulators 4. Reductions in service levels	Financial Reputation Service Interruption	Financial	4 - Likely	4 - Major	Extreme	1. Long term financial plan for scenario modelling 2. Active airport commercial strategy and performance tracking 3. Strong financial governance, budget management and audit processes 4. Service Reviews 5. Monthly financial and investment reports to Council	Needs Improvement	3 - Possible	4 - Major	High	Director Corporate & Commercial	1. Diversified Investment Strategy 2. Strengthen financial stress-testing against downside and shock scenarios 3. Transparency to Council and community on revenue concentration, risks and mitigation pathways 4. Establish formal risk appetite
SR-02	Inability to maintain a capable and sustainable workforce	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. Poor organisational culture or leadership reducing employee satisfaction and engagement. 4. Unclear Value Proposition 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. Loss of organisational knowledge and leadership continuity 2. Reduced delivery capacity and decision-making speed 3. Increased operating costs and organisational instability	Service Interruption Financial Reputation	Service Interruption	4 - Likely	4 - Major	Extreme	1. Executive oversight of workforce and capability risks 2. Workforce planning aligned to strategic priorities 3. Competitive remuneration and attraction strategies 4. Workforce Management Strategy 5. Consultancy panels/Contractors in place to assist with delivery	Needs Improvement	4 - Likely	3 - Moderate	High	Director Corporate & Commercial	1. Formalise succession plans for critical leadership and succession roles 2. Invest in internal capability development and talent pipelines 3. Reduce single-point dependencies through role design, knowledge transfer and hybrid delivery models
SR-03	Major capital and development projects not delivered in line with expectations	1. Increasing reliance on external partners, contracts and other tiers of government for project and service delivery 2. Market capacity constraints and cost escalation 3. Complex delivery and governance arrangement where Council is accountable for outcomes delivered by third parties, other levels of government or market participants, and outside the City's control 4. Limited market depth and capacity in regional contexts affecting partner availability, timing and delivery certainty	1. Delays or failure to deliver strategic infrastructure and development 2. Reduced confidence from Council, community and state government 3. Missed economic, growth and liveability opportunities	Financial Reputation Service Interruption	Financial	4 - Likely	4 - Major	Extreme	1. Executive oversight of major projects and partnerships 2. Clear project governance frameworks and decision gateways 3. Due diligence and performance monitoring of delivery partners 4. Insurances	Needs Improvement	3 - Possible	4 - Major	High	Director Strategic Projects and Infrastructure	1. Strengthen front-end project definition and partner selection 2. Clarify risk allocation in partnership and delivery models 3. Prioritise projects with highest strategic value, readiness and capacity
SR-04	Loss of community and stakeholder trust	1. High profile heritage, environment and population growth-related issues 2. Competing stakeholder expectations and values 3. Media scrutiny and misinformation	1. Erosion of community confidence and stakeholder relationships 2. Increased political, reputational and operational pressure 3. Reduced capacity to deliver contested or complex initiatives 4. Reduced social cohesion and increased community polarisation, limiting the City's capacity to govern effectively on complex or contested issues	Reputation	Reputation	4 - Likely	4 - Major	Extreme	1. Transparent decision-making and ethical governance frameworks 2. Proactive communication and engagement strategies 3. Strong relationships with key stakeholders and Traditional Owners	Needs Improvement	3 - Possible	4 - Major	High	Director Community Experience	1. Strengthen narrative clarity on complex and contested decisions 2. Improve early and targeted engagement on high risk initiatives 3. Proactively monitor sentiment and emerging reputational triggers
SR-05	Loss of external funding, influence and support required to deliver City priorities	1. Reliance on State and Commonwealth funding, policy and approvals 2. Changes in industry priorities or strategy 3. Misaligned timing and expectations	1. Delays or non-delivery of key projects and services 2. Lost funding opportunities or failure to seize collaborative project opportunities 3. Reduced influence over decisions affecting the City	Financial Reputation Service Interruption	Financial	3 - Possible	4 - Major	High	1. Active advocacy and government relations 2. Strategic alignment of City priorities with external policy frameworks 3. Executive-level oversight of funding and partnerships	Needs Improvement	3 - Possible	3 - Moderate	Moderate	Chief Executive Officer	1. Strengthen coordinated advocacy with regional partners 2. Improve readiness and evidence base for funding bids 3. Diversity delivery pathways to reduce single-agency dependency
SR-06	Innovative, partnership-based and market-led delivery models not achieving intended outcomes	1. Choosing to deliver outcomes through partnerships, facilitation and market-led approaches rather than direct service delivery 2. Regional economic uncertainty and changing regulatory environments 3. Limited examples of similar initiatives in regional local government, meaning the City is often operating without established benchmarks or proven models 4. The City's growth and commercial objectives rely on private sector investment decisions that the City cannot control, including when and how those investments occur	1. Financial loss or underperformance of initiatives 2. Reduced impact affective confidence in innovation and reform 3. Opportunity cost if the organisation becomes overly risk-averse	Financial Reputation Service Interruption	Financial	3 - Possible	4 - Major	High	1. Clear strategic intent and investment principles 2. Governance frameworks for commercial and innovative initiatives 3. Executive and Council oversight of risk-taking decisions	Needs Improvement	3 - Possible	3 - Moderate	Moderate	Chief Executive Officer	1. Clearly articulate Council's risk appetite for innovation and growth 2. Stage and pilot new initiatives before full-scale implementation 3. Strengthen commercial capability and external expertise
SR-07	Inadequate response and preparedness to extreme weather event	1. Increasing frequency and severity of extreme weather events 2. Climate impacts exceeding historical design assumptions 3. Dependence on ageing or climate-vulnerable infrastructure and services	1. Disruption to essential services and community safety 2. Increased infrastructure damage, recovery costs and insurance exposure 3. Reduced community confidence in the City's preparedness and resilience	Environment Service Interruption Reputation Financial	Environment	4 - Likely	4 - Major	Extreme	1. Asset management and infrastructure planning frameworks 2. Emergency management and business continuity arrangements & Testing 3. Integration of climate considerations into planning and design standards	Needs Improvement	3 - Possible	4 - Major	High	Director Development Services	1. Strengthen climate adaption and resilience modelling 2. Prioritise investment in climate-resilient infrastructure and service continuity 3. Improve cross-agency coordination for extreme weather preparedness and response

SR-08	Compromised digital and data capability impacting service continuity and trust	1. Increasing reliance on digital platforms and third party technology partners 2. Cyber security threats and evolving attack methods 3. Challenges in maintaining accurate, integrated and well-governed data that meets regulatory and reporting requirements.	1. Disruption to critical services and operations 2. Financial loss, regulatory exposure or data breaches 3. Loss of community confidence and reputational damage	Compliance Service Interruption Financial	Compliance	4 - Likely	4 - Major	Extreme	1. ICT governance frameworks and cyber security controls 2. Data management, privacy and access policies 3. Regular system monitoring, backups and incident response arrangements	Needs Improvement	3 - Possible	4 - Major	High	Director Corporate & Commercial	1. Strengthen cyber security maturity and resilience testing 2. Improve data governance to support evidence-based decision-making 3. Reduce critical system dependency risk through redundancy and vendor management protocols
SR-09	Breakdown in effective governance and working relationships between Council and the administration	1. Unclear understanding or respect for statutory roles and responsibilities 2. Poor communication or breakdown in information flows 3. Lack of trust or confidence between council and administration 4. Decision making processes not well defined or applied 5. Escalation of disagreements into the public domain	1. Delayed or ineffective decision-making 2. Reduced organisational performance and service delivery 3. Increased staff turnover 4. Reputational damage and loss of community confidence 5. Increased legal, probity or regulatory risk	Reputation Service Interruption Compliance	Reputation	3 - Possible	4 - Major	High	1. Council endorsed Community Plan 2. Code of Conduct 3. Legislation, administration regulation and Standing Orders 4. Councillor Induction Program 5. Communication Agreement 6. CEO led relationship management 7. Annual Councillor Strategic Workshops	Adequate	2 - Unlikely	4 - Major	Moderate	Chief Executive Officer	1. Strengthen Councillor Onboarding 2. Provide ongoing refresher training program around roles and responsibilities linked to JPRF