Berrigan Shire Council
Strategic Risk Plan

1.0 Introduction

The Community Strategic Plan (CSP) represents the highest level of strategic planning undertaken by a local council and identifies the main priorities and aspirations of the community, providing a clear set of objectives to achieve their vision. "Berrigan Shire 2032" is the Berrigan Shire Council's CSP outlining the actions to be taken to achieve the vision, "In 2032, we will be recognised as a Shire that builds on and promotes our natural assets and advantages to create employment and economic activity to attract residents, families and tourists".

In working towards the execution of the CSP, Council will be exposed to many risks. It is imperative that those risks are identified so Council can make decisions and establish controls or identify opportunities in order to achieve their strategic objectives.

When making decisions around the management of risks, Council must be aware of their risk appetite, their vision, and their values. These three components help direct the Council in making informed and community-focused decisions which reflect best practice in governance.

2.0 Strategic Risk Plan

The following Strategic Risk Plan (the 'plan') has been developed to assist Council in managing the risks it faces, and acts as a high-level document supported by the Risk Appetite Statements, and the Risk Management Policy and Framework.

The plan identifies the strategic risk categories and utilises Council's Risk Appetite Statements to apply the risk appetite level to that category. Risks have then been identified that correlate to the strategic risk category, and the effect on Council's ability to achieve the CSP objectives. The plan uses Council's Risk Management Framework to assess the severity of the risk and lists the existing controls Council have in place to address and reduce the risks and reveal the residual risk or the amount of risk Council is prepared to tolerate. Wherever there is room to expand on existing controls, these are identified as possible further actions.

The plan is a fluid document and will be reviewed and updated regularly to reflect changes in Council's operating environment.

2.1 Risk Appetite Statements

The risk appetite statements are based on the ten strategic risk categories. Within each category, Council has considered its appetite for taking, retaining or accepting risk. Each category is then allocated a level reflecting Council's appetite. The four levels are Avoid, Resistant, Accept, and Receptive. Accept and Receptive levels are less conservative and indicate an increasing willingness to take on, retain or accept risk, where Avoid and Resistant levels are considered more conservative.

2.2 Risks

The risks identified reflect Council's current operating environment affected by internal and external factors. They represent real risk scenarios, where if left untreated or mismanaged can have a devastating effect on Council's sustainability.

2.3 Strategic Objective

Not all strategic objectives outlined in the CSP will be affected by a risk scenario. Where the risk is identified as having an effect on a CSP objective, this is listed, and the corresponding adverse effect documented.

2.4 Risk Rating

The risk rating is established utilising the risk management framework. Risks are rated after identifying the likelihood of an event occurring, and the subsequent consequences of that event. These are then allocated a risk rating utilising Council's risk matrix.
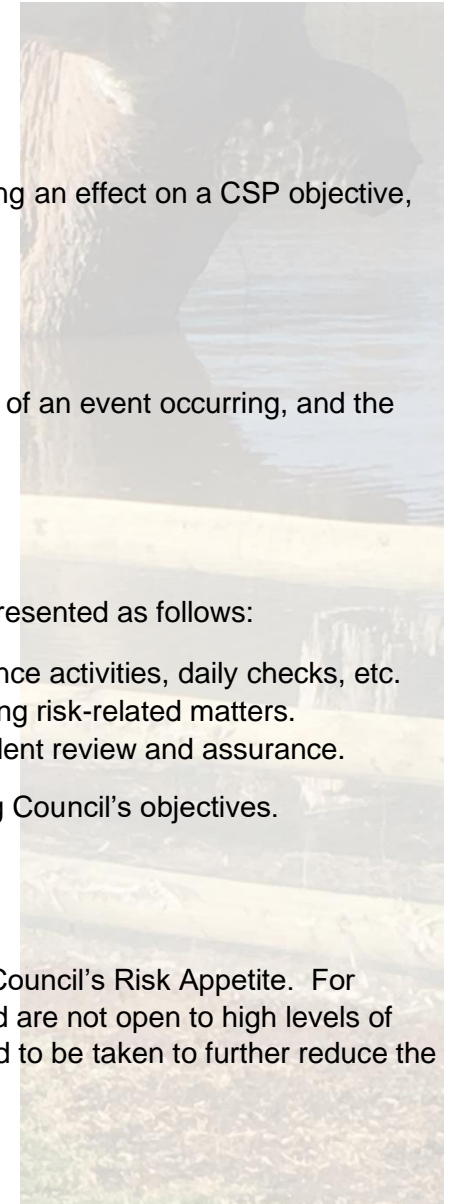
2.5 Controls

The three lines of defence are activities taken to manage risk and compliance. Within Council, the three lines are represented as follows:

- First line of defence – Council processes performed by staff to reduce the risk to Council. These include compliance activities, daily checks, etc.
- Second line of defence – Council's designated role in risk management and the focus on supporting and monitoring risk-related matters.
- Third line of defence – Internal audit and the Audit, Risk and Improvement Committee (ARIC), providing independent review and assurance.

The controls listed in the plan are across all three lines of defence and work to protect Council and assist in achieving Council's objectives.

2.6 Residual Risk

This is the risk remaining after the controls have been put in place. It is Council's risk tolerance and must align with Council's Risk Appetite. For example, if a Strategic Risk Category has a Risk Appetite of Resistant, this means Council are quite conservative and are not open to high levels of risk. The residual risk must sit at Medium or Low. Where it is High, consideration must be given to what actions need to be taken to further reduce the risk.

2.7 Possible Further Actions

Possible further actions are where there is opportunity to adopt further controls, or where the residual risk is High to Very High and is not acceptable or does not align with the risk appetite. Possible further actions are there for consideration. They do not reflect actual controls but will be referred to particularly during the activities of the third line of defence when recommendations for improvement may be flagged.

3.0 Monitoring and Review

The plan will be monitored by the Enterprise Risk Manager with changes discussed with the Executive Leadership Team and incorporated where required.

The plan will be regularly reviewed through the Internal Audit function, and by the ARIC on an annual basis as part of the ARIC Work Plan.

Strategic Risk – Financial
Risk Appetite - Resistant

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Inadequate revenue raising processes	1.3 Connect and protect our communities 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 3.1 Create safe, friendly and accessible communities 4.1 Strengthen and diversify the local economy and invest in local job creation and innovation 4.2 Diversify and promote local tourism 4.3 Connect local, regional and national road and rail infrastructure and networks	Loss of, or reduction in critical services; Financially unsustainable; Job losses; Loss of, or reduction in local economic development services; Reputational damage.	Very High	Development of budgets and budget review; Regular financial reporting to ELT and Council; Qualified and trained staff; Robust revenue framework.	Low	Given the current rate rise of 0.9%, the considerable investment in new assets (LRCI funding etc) and the increase in service expectations by the community, a full SRV may need to be considered in the future to allow Council to continue to provide services at the current levels and to ensure Asset renewal ratios are kept at sustainable levels.
Inadequate or ineffective budgeting process	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Reputational damage; State Government intervention; inefficient allocation of Council's cash resources	High	Qualified and trained staff; Adequate financial management software; Robust budgeting and budget review processes; Introduction of ARIC and regular Internal and External Audits	Medium	Some risk remains even with regular audit and ARIC oversight however active management (ensuring leave is taken etc) is imperative to continuing to mitigate the risk long term; Internal review of budget process.
Lack of controls, or controls inadequate for effective financial management	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Financial loss; Fraud; Reputational damage	Very High	Qualified and trained staff; Regular Internal and External audits; Robust financial management procedures; Enforcement of excess leave management practices Adequate separation of duties	Medium	Not all risks can be mitigated in this area. Ensuring adherence to relevant audit findings and working on continual improvement in this area will be essential to managing risks as much as is possible.
Incorrect advice provided to Council by third parties	1.1 Support sustainable use of our natural resources and built landscapes 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting.	Unlawful and/or inappropriate decisions (development); Reputational damage Unlawful and/or inappropriate decisions affecting the preservation or protection of environment.	Very High	Assessment of third-party reports and credentials when submitted as part of Development Applications; Legal Advice is sought where appropriate; Professional Indemnity insurance required	Medium	Good relationships established with relevant external agencies need to be developed to ensure honest discussion regards advice and assistance needed to Council

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Inadequate insurance cover against potential loss	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Exposure to financial loss	Medium	Annual review of insurance coverage; Correlation between insurance asset schedules and asset listings; Awareness of uninsurable claims, e.g. WHS fines	Low	Review of insurance renewals by ARIC

Strategic Risk – People and Culture
Risk Appetite - Accept

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Inability to attract staff and fill vacancies or workforce needs.	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Loss of services; Strain on providing critical services; Increase in financial cost to recruit; Increase in financial cost to outsource Increase in financial cost to maintain staff.	High	Reviewing salaries to reflect market; Updating PDs and offering incentives such as salary packaging; Advertising in a wider network; Contracting out where positions cannot be filled	Medium	Explore hybrid work models and changes to computer systems to attract a higher quality of recruitment. Actively engage in Award negotiations from employer perspective and with an eye to representing rural Council needs and issues
Inadequate workforce planning to address staff changes.	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Loss of services; Loss of knowledge, skills and experience Loss of further staff due to workload increases	Medium	Key positions identified for succession planning; Opportunities for training existing staff identified.	Medium	Send out Expressions of Interest for Key positions and work with successful applicants to ensure official training plan in place. Cross skill workforce as much as is possible; Review of Workforce Development Plan; Staff Housing Strategy.
Ineffective management of staff performance and behaviour.	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Poor service delivery; Reputational damage; Exposure to liability and workers comp claims; Inability to attract staff	Medium	Code of Conduct training; Performance Management programs; Discipline procedures; State Award	Low	Review of bonus system (decoupling from salaries and moving to performance based bonus system). Ensure Disciplinary procedures allow for procedural fairness and follow due process at all times.
Poor workplace culture resulting in staff resignations and retention of unsuitable staff	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Poor service delivery; Reputational damage; Exposure to liability and workers comp claims; Inability to attract staff	Medium	Code of Conduct training; Morale boosting activities including breakfast meetings, workshops, open door policy; Regular monitoring of workforce culture and morale; Workers Compensation insurance.	Low	Succession Planning undertaken through formal recorded processes Ensure rules are applied fairly to all staff Clear expectations regards behaviour is set at the top and exhibited by leaders
Ineffective management of volunteers resulting in poor culture and resignations	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Loss of services; Reputational damage; Inability to attract volunteers; Exposure to liability claims	High	Designated role to liaise with volunteers.	High	Additional supervision Review of volunteer delegations Review of volunteer recognition and reward program.
Inability to attract volunteers to maintain Council facilities	2.2 Strengthen strategic relationships and partnerships with community, business and government 3.2 Support community engagement through life-long learning, culture and recreation	Loss of services; Poorly maintained facilities due to lack of Council resources/staffing Exposure to liability claims	High	Acknowledge ageing volunteer base and ensure work design to meet the relevant demographic; Designated role to liaise with volunteers.	High	Additional supervision Review of volunteer delegations Review of volunteer recognition and reward program

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Ongoing industrial action	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Loss of services; Increase in financial cost to outsource	Low	Operations in line with State Award and legislation; Consultative Committee; WHS Committee	Low	Develop good working relationship with USU to ensure they are a partner to Council rather than an adversary

Strategic Risk – Community (Social & Cultural, Government, Reputation and Media)
Risk Appetite - Accept

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Inadequate awareness and understanding of community requirements through poor consultation	2.2 Strengthen strategic relationships and partnerships with community, business and government	Reputational damage; Poor media exposure; Unsuitable and/or unused facilities; Decline in population as people move away	High	Community Consultation Policy and Framework; Customer Request system; Strategic plans developed via service user engagement that inform service delivery (Library Services Strategy; Children Young People and Families Strategy; Active Ageing Disability Inclusion Strategy)	Medium	
	3.1 Create safe, friendly and accessible communities					
	3.2 Support community engagement through life-long learning, culture and recreation					
	4.1 Strengthen and diversify the local economy and invest in local job creation and innovation					
	4.2 Diversify and promote local tourism					
Lack of community understanding of the Council's role and responsibilities	2.2 Strengthen strategic relationships and partnerships with community, business and government	Abuse directed at Council staff; Low staff morale; Staff resignations; Misdirected complaints in the community; Unrealistic expectations of Council	High	Social media posts on projects and works; Promotion of Council activities; Bulletin board in newspapers; Response to customer complaints; Council listening posts.	Medium	
Loss of, or reduction in key services due to: -lack of funding -skills shortage -ineffective tendering/contract management	2.2 Strengthen strategic relationships and partnerships with community, business and government;	Reputational damage; Loss of community support; Unsafe facilities; Exposure to liability	Medium	Grant applications and business case development; Access to local contractors; Procurement Policy; VendorPanel; User group engagement in the development of Master Plans and Strategies	Low	
	3.1 Create safe, friendly and accessible communities					
Decline in population and attraction to the Shire	4.1 Strengthen and diversify the local economy and invest in local job creation and innovation;	Revenue growth limited; Decline in financial prospects for businesses and the community; Reduced ability to secure grant funding; Overlooked for federal or state projects.	Medium	Encouraging development.	Low	
	4.2 Diversify and promote local tourism;					
	4.3 Connect local, regional and national road and rail infrastructure and networks					

Strategic Risk – Work Health and Safety
Risk Appetite - Avoid

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Inadequate or ineffective WHS management systems resulting in unsafe acts and conditions	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Death, injury, or illness; Legal action; Reputational damage; Increase in costs/premiums; Staff resignations	Very High	Policies and procedures in place; Workplace inspections; Consultation mechanisms (HSRs and WHS Committee); WHS Self Audit (StateCover)	Medium	Identification of KPIs and regular reporting to Executive Leadership Team.
Lack of WHS commitment by management	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Death, injury or illness; Legal action; Reputational damage; Increase in costs/premiums; Staff resignations	High	Incident Investigations and follow up with management; Reports to management	Medium	Identification of KPIs and regular reporting to Executive Leadership Team.
Unsafe plant, equipment and substances resulting in death, injury or illness	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Death, injury or illness; Legal action; Reputational damage; Increase in costs/premiums; Staff resignations	Very High	Risk Assessments; Plant inspections – daily; Preventative maintenance regimes; Procurement procedures	Medium	Identification of KPIs and regular reporting to Executive Leadership Team.
Ineffective injury management and return to work process results in ongoing claims and poor outcomes for affected staff	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Reputational damage; Increase in costs/premiums; Staff resignations	High	Return to Work Co-ordinator involved in development of Return to Work plans; StateCover co-ordination; Rehabilitation programs; Staff trained in return to work	Low	Identification of KPIs and regular reporting to Executive Leadership Team.

Strategic Risk – Natural Environment

Risk Appetite - Resistant

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Failure to plan for the impacts of climate change	1.1 Support sustainable use of our natural resources and built landscapes; 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife 1.3 Connect and protect our communities	Decline in condition of infrastructure; Increase in weather events such as storms damaging critical infrastructure; Increase in droughts affecting viability of business communities; Decline in population; Decline in natural landscapes and wildlife populations	High	Engagement and employment of staff with skills, knowledge and resources to plan for or commission strategic plans that model impact and mitigation needed to adapt to or limit impact of climate change; Asset Management Plans consider climate change on asset performance; Climate Change Audit key infrastructure; Planning and Development Controls support net zero emissions for new developments	Medium	Train and develop additional staff
Failure to develop, implement and effectively resource environmental and biosecurity strategies and controls	1.1 Support sustainable use of our natural resources and built landscapes; 1.2 Retain the diversity and preserve the health of our natural landscapes and wildlife	Impact on water sources; Decline in natural landscapes and wildlife populations	High	Engagement and employment of staff with skills, knowledge and resources to plan for or commission strategic plans that model impact and mitigation needed to adapt to or limit impact of climate change;	Medium	Train and develop additional staff
Failure to enforce compliance	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Negative impact on environmental resources; Decline in natural landscapes and wildlife populations; Reputational damage; State Government intervention	Medium	Planning and Development Controls; Community Education Programs; Annual Program Compliance & Enforcement	Low	

Strategic Risk – Governance (Legal and Public Liability)
Risk Appetite - Resistant

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Failure to adhere to governing legislation	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Reputational damage; State Government action - removal of Council and appointment of Administrator	High	Council suite of IP&R plans and strategies meets essential requirements described by Local Government Act; Code of Conduct, and Council policies require adherence to governing legislation; Council activities; ARIC review	Low	Internal Audit function and Internal Audit Work Plan
Failure to establish and implement robust systems of management	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Reputational damage; Exposure to legal action and/or liability	High	Council suite of IP&R plans and strategies meets essential requirements described by Local Government Act; IMS – regularly reviewed and procedures developed; ARIC review	Low	Internal Audit function and Internal Audit Work Plan
Council is not prepared for political decisions that may affect the Council's ability to deliver services	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Council exposed to possible Council amalgamations; Removal of funding streams affecting delivery of services; Closure of services	High	Community engagement and conduct of political/social scans as part of the development of Council strategies and plans will provide Council with insight into impact of political decisions that may impact service delivery.	Medium	Adoption of Advocacy Document and engagement at ALGA and LGNSW Annual Conferences will ensure Council maintain an eye on current political climate; Actively engaging with current local ministers and departmental staff will assist in understanding changing climate to mitigate sudden shocks as much as is possible; Strategic partnerships with other entities.
Inability to respond to emergency event where critical infrastructure is affected	1.3 Connect and protect our communities; 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 3.1 Create safe, friendly and accessible communities; 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services.	Vulnerable communities in an emergency are exposed and cut off from critical services and infrastructure; Increased risk of personal injury and loss	Very High	Adverse Event Management Plans include business continuity and recovery strategies; Adverse Event Management Plans – informed by local knowledge and reviewed on regular basis with relevant communities of interest	Medium	Practice of implementation of Adverse Event Plan and training to understand all roles within plan essential to ensuring understanding of roles and responsibilities throughout emergency and adverse events.

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Failure to plan and be prepared for emergency events: -flood -bushfire -storm damage -pandemic	1.3 Connect and protect our communities; 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 3.1 Create safe, friendly and accessible communities; 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services	Vulnerable communities are not identified; Needs of vulnerable communities are not known; Vulnerable communities in an emergency are exposed and cut off from critical services and infrastructure; Increased risk of personal injury and loss	Very High	Asset Plans identify performance requirements/thresholds, emergency events; Adverse Event Management Plans – informed by local knowledge and reviewed on regular basis with relevant communities of interest	Medium	
Failure to plan for recovery and business continuity	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Vulnerable communities are not identified; Recovery and business continuity needs of vulnerable communities and broader business community not known; Increased risk of long-term and sustained personal injury and loss; Increased risk of permanent loss of services impacting community and business recovery.	Very High	Adverse Event Management Plans include business continuity and recovery strategies; Adverse Event Management Plans – informed by local knowledge and reviewed on regular basis with relevant communities of interest; Regular reviews of BCP including testing.	Medium	

Strategic Risk – Built Environment (including plant and equipment)
Risk Appetite - Accept

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Council fails to manage infrastructure renewal and/or replacement	1.3 Connect and protect our communities 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 3.1 Create safe, friendly and accessible communities; 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services	Renewal ratios increase to unsustainable level Reputational damage Infrastructure failure	High	Asset Management Plans Asset Management Strategy Funding of renewals in LTFP	Low	Ensure asset valuations are current and annual depreciation is fully funded for various asset classes
Council is unprepared for population growth resulting in pressure placed on infrastructure	1.3 Connect and protect our communities 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 3.1 Create safe, friendly and accessible communities; 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services	Built environment encroaches on natural environment due to population expansion; Water and Sewer supply unable to cope with population increase and demand on services. Homelessness experienced by increasing number of population due to unavailability of suitable housing	Medium	Asset Management Plans and Integrated Water Cycle Management studies incorporate population projections and projects related to growth are identified; Local Environmental Plan	Low	Ensure AMPs are up-to-date
Adverse events as a result of climate change have the potential to disturb or destroy Council's built environment	1.3 Connect and protect our communities 2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting 3.1 Create safe, friendly and accessible communities; 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services	Roads are impassable exposing vulnerable communities; Water supply is affected; Sewer system unable to cope with flooding or other encroachments Community buildings are no longer useable.	Medium	Insurance coverage; Flood Study; Adverse Events Plan	Low	Development of stormwater catchment study for growth areas

Strategic Risk – Technology
Risk Appetite - Receptive

Risk	Strategic Objective	Effect on Strategic Objective	Risk Rating	Controls	Residual Risk	Possible Further Actions
Council's systems are compromised following a cyber attack	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Closure of services; Financial strain from ransom demand; Extensive and long term system outage with employees unable to work.	High	IT Strategy developed and implemented; Cyber Security Strategy developed and implemented; Access controls; Staff training; Backup and restoration procedures; Support from Cyber Security NSW; Insurance	Low	Regular testing of systems undertaken to ensure security systems meet current needs; Review Cyber Security Strategy regularly.
Council services are compromised due to computer system inadequacies	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Inability to work remotely as required; Improvement strategies hampered due to old technology; Opportunities missed (including staff attraction, partnerships, effective monitoring, etc.) due to old technology Increase in costs of managing IT landscape	High	Implementation of IT Management Plan; Implementation of Cloud Computing Update of software and hardware to allow for changed working practices	Medium	Review IT Management Plan
Inadequate system controls allow internal fraud to occur	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting	Financial loss; Reputational damage	High	Access controls; Staff training; Adequate separation of duties; Internal Audit; Insurance	Low	
As a result of cyber attack, the security of sensitive public information is breached	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting.	Reputational damage Legal action – lawsuit Breach of legislative responsibilities	Very High	Access controls; Implement Privacy Management Plan; Staff training; Insurance	Medium	Review Privacy Management Plan as documents move to a paperless, online environment; Develop and implement comprehensive Records Management Plan.
Council's systems destroyed due to inadequate disaster recovery processes	2.1 Berrigan Shire 2032 objectives and strategic actions facilitate the effective governance by Council of Council operations and reporting.	Closure of services; Financial strain from ransom demand; Extensive and long term system outage with employees unable to work.	High	Backup and restoration procedures	Low	Review backup and restoration procedures; Regular testing of backups.