



*Risk Management Strategic Plan  
2017-2021*

---

---

# Contents

---

<b>1.0 Introduction</b> .....	<b>4</b>
<b>2.0 Risk Framework</b> .....	<b>5</b>
2.1 Risk Management Process .....	5
2.2 Risk Identification .....	5
2.3 Council's Risk Appetite .....	5
2.4 Risk Evaluation .....	5
2.3 Risk Treatment .....	5
<b>3.0 Action Plan</b> .....	<b>9</b>

---

## *1.0 Introduction*

---

Risk management is the underpinning consideration in all aspects of Council's operations, and is an integral part of the Berrigan Shire Council's strategic management and planning processes. Ultimately, poor risk management can have catastrophic effects on Council's financial viability and requires a committed approach to inform staff and integrate processes. Council's commitment is demonstrated in the Risk Management Policy and Framework.

The Risk Management Policy (the policy) outlines Council's commitment to identify, evaluate and control risks, and to ensure that risk management principles are firmly integrated into Council processes, whilst the Risk Management Framework (the framework) ensures that information gathered for risk assessment and control is adequately reported and used as a basis for decision making and accountability at all levels.

Whilst the policy and framework form the foundation for Council's management of risk, the Risk Management Strategic Plan outlines Council's approach to managing organisational risks that are both strategic and operational.

In developing the Risk Management Strategic Plan 2017 – 2021 (the plan), consideration is given to the community's expectations as detailed in the Community Strategic Plan 2027, and the projects and activities identified in the Delivery Program 2017 – 2021, as well as changes in the environment in which we work. Naturally, as risk management procedures have matured within our organisation, risk assessment and control are no longer add-ons or even after thoughts, they are assimilated and a matter of course however some areas of Council still need to be progressed and developed further. The plan will identify projects and activities that reduce Council's exposure to litigation, and focus on continually improving existing processes.

---

## 2.0 Risk Framework

---

### 2.1 Risk management Process

Risks are identified and assessed in accordance with the following criteria:

#### **Likelihood**

<b>Level</b>	<b>Descriptor</b>	<b>Description</b>	<b>Indicative Frequency</b>
<b>A</b>	Almost Certain	The event will occur on an annual basis.	Expected to occur.
<b>B</b>	Likely	The event has occurred several times or more in your career.	Will probably occur.
<b>C</b>	Possible	The event might occur once in your career.	Might occur at some time.
<b>D</b>	Unlikely	Heard of something like this occurring.	Not likely to occur.
<b>E</b>	Rare	Have never heard of this happening.	Conceivable, but highly unlikely.

### Consequences

Level of Severity	Anticipated Loss	Public Liability	Health and Safety	Natural Environment	Social/Cultural Heritage	Community government reputation / media	Legal	Positive Consequences
5	>\$500,000	Death or permanent disability	Single fatality and / or severe irreversible disability (>30%) to one or more persons	Very serious, long term environmental impairment of ecosystem functions			Significant prosecution and fines. Very serious litigation including class actions.	Significantly enhanced reputation, huge financial gain.
4	\$50,000-\$500,000	Long term illness or serious injury resulting in permanent disability.	Moderate irreversible disability or impairment (<30%) to one or more persons.		Ongoing serious social issues. Significant damage to structures/items of cultural significance.	Serious public or media outcry (regional or national coverage).	Major breach of regulation. Major litigation.	Enhanced reputation, major financial gain.
3	\$10,000-\$50,000	Serious injury requiring hospitalisation (i.e. broken limb, facial lacerations, partial disability etc.)	Objective but reversible disability requiring hospitalisation	Serious medium term environmental effects.		Significant adverse regional media/public attention.	Serious breach of regulation with investigation or report to authority with prosecution and/or minor fine possible.	Some enhancement to reputation, high financial gain.
2	\$1,000-\$10,000	Minor injury requiring medical first aid treatment (i.e. sprains & strains)	Minor injury requiring medical treatment or first aid.	Moderate, short-term effects but not affecting ecosystem functions.	Ongoing social issues. Permanent damage to items of cultural significance.	Attention from media or heightened concern by local community.	Minor legal issues, non-compliances and breaches of regulation.	Minor improvement to image, some financial gain.
1	<\$1,000	Insignificant – minor injury not requiring medical treatment (i.e. cuts, grazes, bruises, bleeding etc.) / No injury	Minor injury not requiring medical treatment / No injury	Minor effects on biology of physical environment.	Minor medium-term social impacts on local population. Mostly repairable.	Minor, adverse local public or media attention or complaints.		Small benefit, low financial gain.

**Risk Matrix**

Likelihood	Consequence				
	1	2	3	4	5
<b>A</b>	Medium (11)	High (16)	High (20)	Very High (23)	Very High (25)
<b>B</b>	Medium (7)	Medium (12)	High (17)	High (21)	Very High (24)
<b>C</b>	Low (4)	Medium (8)	High (14)	High (18)	High (22)
<b>D</b>	Low (2)	Low (5)	Medium (9)	Medium (13)	High (19)
<b>E</b>	Low (1)	Low (3)	Medium (6)	Medium (10)	High (15)

**Risk Response**

	Response	Action
Very High	<ul style="list-style-type: none"> <li>Senior management attention required.</li> <li>Action plan required.</li> </ul>	<ul style="list-style-type: none"> <li>Immediate response</li> <li>Specify management responsibility</li> </ul>
High	<ul style="list-style-type: none"> <li>Senior management attention</li> <li>Action plan required</li> </ul>	<ul style="list-style-type: none"> <li>Response required within 7 working days</li> <li>Specify management responsibility</li> </ul>
Medium	<ul style="list-style-type: none"> <li>Implement specific monitoring or response procedures</li> </ul>	<ul style="list-style-type: none"> <li>Heightened action</li> <li>Specify management responsibility</li> </ul>
Low	<ul style="list-style-type: none"> <li>Manage by routine procedures.</li> <li>Unlikely to require a specific application of resources</li> </ul>	<ul style="list-style-type: none"> <li>Business as usual</li> <li>Response may not be necessary</li> </ul>

## **2.2 Risk Identification**

Risks are identified as either strategic or operational. Strategic risks are higher level, whole of Council risks and are influenced by Council's vision and strategic objectives. Operational risks are those that are associated with Council's daily activities and are influenced by activities identified in the Delivery Program 2017 - 2021, and the Operational Plan.

Risk identification for inclusion in the Action Plan has occurred through a number of mechanisms which has included:

- Changes in legislation and/or legal precedents, and subsequent audits of Council's existing processes and shortfalls;
- Assessment against Statewide best practice guidelines;
- Results of StateCover Self Audits, and recommendations for improvements;
- Development and implementation of projects or activities identified in the Community Strategic Plan 2027;
- Results of workplace inspections and incident investigations;
- Feedback from staff and the community.

## **2.3 Council's Risk Appetite**

Risk appetite refers to:

1. The risks that the Council is prepared to take to achieve its strategic objectives;
2. The risks that it is prepared to endure in response to a decision not to implement treatments;
3. The acceptance of the residual risk following the implementation of risk treatments.

Under most risk scenarios, Council generally has a conservative risk appetite but accepts there are risks associated with many of Council's activities. Where there is scope for discretion, Council is usually willing to accept a higher level of risk to achieve its strategic objectives, however all risk scenarios are considered on a case by case basis.

## **2.4 Risk Evaluation**

Risk evaluation is critical in determining which risks will be treated and the priority assigned to an activity. It may not be cost-effective or practical to implement all possible risk treatments, therefore it is necessary to choose, prioritise and implement the most appropriate combination of risk treatments.

Results of risk analysis will be included in the Action Plan (refer Section 3.0) and discussed with stakeholders. The Action Plan is a dynamic document and will undergo regular review and assessment through various consultation mechanisms.

## **2.5 Risk Treatment**

At all stages, where reasonably practicable, Council will attempt to promote a positive risk and eliminate an adverse risk. Where elimination is not possible, controls will be implemented that will minimise the risk to as low as reasonably practicable.

Not all risks identified will be included in the Action Plan. There are several reasons for this which includes:

- Some risks are accepted or tolerated and fall within Council's risk appetite;

- The cost of addressing some risks is prohibitive against the benefit that will be gained;
- Very High and High assessed risks will receive priority. Risks assessed as Low will be addressed as time and costs permit, with some Low risks held over until the next strategic term;
- Some identified risks will be addressed through normal maintenance and will be the responsibility of the relevant departments.

### 3.0 Action Plan

Delivery Program Objective: 1.2.1 Partner with community groups and agencies on projects that retain and preserve the health of our natural landscapes and wildlife					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
1.2.1.3 Undertake tree assessments	Community and Council at risk if trees or tree limbs fail resulting in damaged property or loss of life.	Very High (25)	Review Tree Management system against Statewide Mutual's Continuous Improvement Pathway for Trees.	ERM	June, 2018
			Identify areas for improvement and implement changes.	ERM	June, 2018
			Identify areas within each town to assess trees and document tree assessments into the Tree Register.	ERM	June, 2018
			Prioritise tree works and schedule in works in accordance with risk hierarchy with Very High and High works completed within six months of assessment	ERM	Dec, 2018
			Review the Tree Register and follow up on any outstanding works.	ERM	Ongoing

Delivery Program Objective: 1.3.1 Coordinate flood levee, local road, sewer and stormwater asset management and planning					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
1.3.1.2 Design, construct and maintain stormwater systems that safely capture and remove storm water	Potential risks to members of the public if storm water does not drain efficiently.	High (22)	Review stormwater management system against Statewide Mutual Continuous Improvement Pathway for Stormwater Management	ERM	June, 2018
			Identify areas for improvement and implement changes.	ERM/DTS	June, 2018
1.3.1.5 Maintain the safety of Council's roads and walkways	Potential risks to pedestrians if risks to walking track users are not identified	Medium (12)	Review and assess all walking tracks and identify risk control measures: <ul style="list-style-type: none"> <li>• Town Beach, Tocumwal</li> <li>• Creek Walk, Tocumwal</li> <li>• Finley Walking Track</li> <li>• Barooga Walking Track</li> <li>• Berringa including Tank Paddock</li> </ul>	ERM	June, 2019
			Prioritise works and schedule in works in accordance with risk hierarchy with Very High and High works completed within six months of assessment	ERM	June, 2019
	Potential risks to pedestrians if risks to footpaths are not identified	Medium (12)	Review footpath management system against Statewide Mutual's Continuous Improvement Pathway for Footpaths.	ERM	June, 2019
			Identify areas for improvement and implement changes.	ERM/DTS	June, 2019

Delivery Program Objective: 2.1.2 Meet legislative requirements for Council elections, local government and integrated planning and reporting.					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
2.1.2.2 Implement and further develop the Berrigan Shire Integrated Management System	Staff at risk if identified hazards are not addressed in the workplace	High (14)	Continue with the Workplace Inspection program	ERM	Ongoing
			Conduct risk assessments and identify issues following the introduction of the Bendigo Bank Agency into Council operations.	ERM/FM	Dec, 2017
			Address hazards in consultation with Bendigo Bank	ERM/FM	Dec, 2017
			Develop and implement supporting procedures in addition to Bendigo Bank operating procedures.	ERM/FM	Mar, 2018
	Council at risk of litigation if not staying abreast of legislative change and using current documentation	High (14)	Conduct documentation audits as part of Workplace inspections, report on results and make recommendations.	ERM	Ongoing
			Develop controlled procedures to support Development Application and Certificate processes.	ERM/DM	Jun, 2018
		Low (3)	Update Swimming Pool Manuals to comply with Integrated Management System and to encompass recommendations from RLSSA Pool Audits where applicable.	ERM/WSO	June, 2020

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance.					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
2.1.3.5 Manage human resource and workforce development activities through the implementation of the Berrigan Shire's Workforce Development Plan 2017 – 2021	Council at risk of litigation as a result of insufficient human resource practices	Medium (8)	Conduct a comprehensive review and audit of existing human resource practices and report on outcomes.	HR Review Team (FM/DCS/DTS/ERM)	December, 2018
			Develop policies and procedures to support the human resource function.	HR Review Team (FM/DCS/DTS/ERM)	June, 2019
			Conduct training sessions for relevant staff to assist in the implementation of procedures.	HR Review Team (FM/DCS/DTS/ERM)	December, 2019
2.1.3.5.1 Promote and facilitate a diverse and inclusive workplace for current and future employees	Failure to consult and include staff with problem solving may result in greater staff turnover, and/or missed opportunities	Medium (8)	Establish Continuous Improvement Program based on Total Quality Management principles and driven by employee suggestion, measurement and recognition.	ERM/Leadership Team	December, 2018
2.1.3.5.2 Equal Employment Opportunity Policy and Action Plan to be integrated with Disability Inclusion Action Plan	Council may be exposed to adverse media exposure or damage to reputation if not being seen as an EEO employer.	Medium (13)	Review and reissue the Equal Employment Opportunity Policy and Plan.	ERM/SSPC	December, 2018
2.1.3.5.3 WHS procedures to be reviewed and reissued	Council must ensure that information, training and instruction	High (22)	Continue to develop and enforce the Tool Box Meeting program	ERM	June, 2018
			Review chemical labelling and signage within the workplace in accordance with legislative changes, and enforce changes.	ERM	December, 2018

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance.					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
	provided to workers is suitable and adequate, failure to do so may result in workplace injury, and/or successful litigation.		Conduct noise surveys at all Council identified workplaces	ERM	June, 2019
			Implement and enforce changes in accordance with the hierarchy of control.	ERM	June, 2019
			Expand contractor management procedures and requirements through tool box meetings, site inspections, and training of Overseers.	ERM	June, 2018
		Medium (13)	Assess the ergonomic set-up of office workstations and modify as required.	ERM/PO	December, 2019
			Train office staff in ergonomic workstation adjustments.	ERM/PO	December, 2019
		High (21)	Identify all hazardous manual handling tasks within Council and assess their level of risk.	ERM	June, 2019
			Implement effective control measures that follow the Hierarchy of Controls to minimise risks associated with manual handling tasks.	ERM	December, 2019
		High (19)	Implement procedures that adequately identify and control infection hazards including water/sewer, animal handling, etc.	ERM	December, 2019
High (22)	Assess depots and traffic access to these sites and implement systems to safely manage traffic movement in the workplace.	ERM	December, 2018		
2.1.3.5.4 Continue the development of the Volunteer Management system addressing workplace health and safety issues.	Council must ensure that information, training and instruction provided to workers is suitable and adequate, failure to do so may result in	High (22)	Identify membership of Committees	ERM	June, 2018
			Conduct Induction/Information Sessions	ER/DCS	Ongoing
			Identify tasks conducted by volunteers, address safety concerns, training needs and develop procedures	ERM	
			Develop training plans for all volunteers	ERM	June, 2019
			Implement training sessions	ERM	December, 2019

Delivery Program Objective: 2.1.3 Council operations and financial management support ethical, transparent and accountable corporate governance.					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
	workplace injury, and/or successful litigation.				
2.1.3.8 Maintain and sustainably redevelop existing infrastructure and community assets	Ageing infrastructure increases the risk of failure and injury to users	High (17)	Develop concept plans and cost projections for the upgrade of ageing playgrounds at: <ul style="list-style-type: none"> <li>• Finley Skatepark</li> <li>• Barooga Playground – Lawson Drive</li> <li>• CWA Park Playground – Tocumwal</li> <li>• Barooga Botanical Gardens Playground</li> <li>• Soft-fall replacement at Apex Park, Berrigan</li> </ul>	ERM	Jan, 2019
2.1.3.9 Coordinate and manage maintenance and renewal of Council plant and equipment	Council must ensure that the risks associated with operating and maintaining plant are eliminated or reduced through design, inspection, maintenance and training. Failure to do so may result in injury and/or successful litigation.	Very High (24)	Assist in the development of a concept plan for plant management at Council including small items of plant, which includes: <ul style="list-style-type: none"> <li>• Preventative Maintenance</li> <li>• Identification and Traceability</li> <li>• Inspection and Testing</li> <li>• Reactive Maintenance</li> <li>• Risk Assessment and Disposal</li> </ul>	ERM/DTS	Jan, 2018
			Co-ordinate the design and delivery of the Plant Operator Competency Training and Assessment Program.	ERM/DTS	Dec, 2018
			Develop and implement Staff Use of Plant and Equipment policy	ERM	Dec, 2018

Delivery Program Objective: 3.1.4 Coordinate and facilitate the delivery of potable water, public health and safety services					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
3.1.4.1.2.1 Develop and implement inspection programs: - swimming pools - recreation reserves - parks/reserves	Public at risk if identified hazards are not addressed	High (14)	Develop annual inspection programs in addition to signage inspection programs to ensure hazards are identified and control measures adopted.	ERM	June, 2019
Delivery Program Objective: 3.2.1 Provide opportunities for life-learning, culture and recreation					
Delivery Program Action	Identified Risk	Risk Assessment	Risk Plan Actions	Responsibility	Timeframe
3.2.1.1 Coordinate and deliver local library services in accordance with Library Services Strategic Plan 2014 - 2018.	Expanded use and activities available at the libraries has increased the risks for the public and staff	Very High (23)	Identify all current activities available at the libraries, user groups and number of patrons.	ERM/DCS	Dec, 2017
			Develop and present report to Risk Management Committee outlining activities, current issues and reported incidents.	ERM	Feb, 2017
			Following direction of the Risk Management Committee, implement control measures, and include recommendations in the Library Service Strategic Plan.	LM/DCS	April, 2017
			Monitor and review changes and any continued issues, through feedback and incident investigation.	ERM/DCS	Ongoing

<b>Delivery Program Objective: 4.2.1 Implement the Berrigan Shire Tourism Strategy</b>					
<b>Delivery Program Action</b>	<b>Identified Risk</b>	<b>Risk Assessment</b>	<b>Risk Plan Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.2.1.3 Provide support to event proponents and event organisers	Public at risk if event organisers do not recognise and address risks	High (14)	Provide information to S355 Committees on Council requirements for holding events.	ERM	June, 2019
			Conduct periodic inspections and give feedback to event organisers.	ERM	Ongoing
<b>Delivery Program Objective: 4.3.1 Develop and promote Berrigan Shire regional transport and freight infrastructure</b>					
<b>Delivery Program Action</b>	<b>Identified Risk</b>	<b>Risk Assessment</b>	<b>Risk Plan Actions</b>	<b>Responsibility</b>	<b>Timeframe</b>
4.3.1.4 Operate the Tocumwal Aerodrome	Public and users at risk if hazards are not identified and addressed	High (14)	Liaise with Director Technical Services to identify issues with the Aerodrome, and adopt control measures where required.	ERM	June, 2019
			Develop procedures for users and user groups of the Aerodrome	ERM/DTS	June, 2019