

Meeting Title		Cultural Infrastructure Strategy - Council Meeting October 2022								
Attendees										
Date of Assessment		Sep-22								
What is a risk?		"A possible event/accident/issue that, if it occurs, will have an impact on objectives"								
				Risk Matrix (Located on BMS or Risk Services Intranet Page)			Required for High & Extreme Risks Only			
Risk What is the event? <small>(The below examples are to be added to or deleted please see Risk Services for Assistance)</small>	Cause What contributes to the risk?	Consequence What happens if the risk eventuates?	Existing Controls What are we doing to minimise the risk?	Likelihood With controls	Consequence With controls & most plausible	Residual Risk Rating	Treatments What can we do to minimise the consequences? These become controls once complete	Responsible Officer	Planned Completion Date	Progress Update
Cultural Infrastructure development does not keep pace with needs, resulting in gaps	Uninformed with changes in community composition and needs; inadequate expenditure or provision of infrastructure	Dissatisfaction among community and cultural groups; Unmet needs; poor reputation; potential economic and place activation disadvantages to City	Strong planning, such as with this Strategy	Possible	Moderate	Medium	Planning through this Strategy; actioning strategy; keeping connected with changing community demographics and needs through engagement and monitoring			
Facilities developed are not fit for purpose	Inadequate consultation with user groups; poor planning; failure to consider future-proofing	Underutilised assets; need for additional spend to modify	Strong engagement with user groups to ensure clear understanding of needs from outset; early and continual planning and tracking against objectives; consideration of future trends and needs as well as current	Unlikely	Minor	Medium				
Underutilised assets or facilities	Inadequate consultation and planning to establish needs and demand from outset; facilities developed not fit for purpose; lack of planning and budgeting for programming and operations	Under-realised value of expenditure and assets	Strong planning through Strategy; Ensuring program and operational budgets considered early in alignment with infrastructure; Strong engagement with user groups to ensure clear understanding of needs from outset; early and continual planning and tracking against objectives; consideration of future trends and needs as well as current	Unlikely	Minor	Medium				
Dissatisfied community groups where there is disagreement on future uses or plans for infrastructure	Inadequate communications; mis-alignment of ideas about facilities and usage	Potential community dissent	Strong communication with community and user groups early and ongoing; consultation with user groups; Strong basis for decision-making aligned with established priorities, values and critical outcomes for the City, evidence, and informed by expert and community views.	Possible	Moderate	Medium				
Market escalation impacts affordability of project budgets and infrastructure	Market escalation; lack of forward planning	Infrastructure can't be delivered; Expenditure increases	Planning takes into account forward projections; Use of experienced QS and consultants; allowance for escalation in budgeting	Likely	Moderate	High	Strong project planning; QS for projected costs to account for expected escalation; staging of works			
Materials and labour supply impacts timelines for delivery of projects and infrastructure	Market fluctuations; global supply chain trends	Infrastructure can't be delivered; Infrastructure delayed; Expenditure impacts; Need to use alternate supplies	Strong project planning to account for anticipated market conditions; contingency planning and allowances; scoping of alternative materials	Likely	Minor	Medium				

Potential environmental impacts of infrastructure creation and construction	Use of unsustainable materials; impacts on surrounding landscape or environs; Use of environmental un-friendly building practices or materials	Negative environmental impacts	Alignment with City's environmental policy and aims for Carbon Neutral; Strategy takes into account these policies and requirements and aims to align; Project planning to include integration of sustainability and environmental requirements into project briefs, contracts and outcomes	Possible	Moderate	Medium				

Document Owner: Risk & Insurance Officer
 Last reviewed: 10/06/2022