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## Risk identification checklist

Use this checklist to help identify the risk associated with planned community engagement activities.

### External risks

- Strategic** – risks associated with threats to the agency’s purpose or agenda.
- Public image** – risks associated with negative community perceptions of the agency.
- Stakeholder relationships** – risks associated with working relationships and trust.
- Media** – risks associated with relationships with journalists/editors and/or with unbalanced and negative reporting.
- Political** – risks associated with losing control of a project or losing the confidence of elected members/government.
- Commercial** – risks associated with costs, competitive edge and sensitive information release.
- Staff/employees** – risks associated with availability of key staff and risks to staff undertaking engagement.
- Technological** – risks associated with loss of intellectual property, processes or methods.
- Business** – risks associated with accomplishing core agency objectives.
- Legal liability** – risks associated with litigation, public liability and professional negligence.
- Cultural/heritage** – risks associated with loss of Indigenous/non-indigenous significant values or places.
- Opportunity cost** – risks associated with not undertaking engagement.

## Internal risks

- Vision and business strategy** – risk associated with agency vision and business strategy not supporting a community engagement focus.

### **Link to government policies and priorities** – risks associated with:

- engagement activities not reflecting government policy and priorities.
- agencies not meeting the expectations of communities as reflected in government policy and priorities
- the impact on the funding strategies of agencies
- the political impact of engagement not being considered
- stakeholder relationships being affected.

### **Stakeholder relationships and cross-government partnerships** – risks associated with:

- engagement initiatives developed at local level not being supported at head office level
- engagement initiatives developed at head office level not being supported at local level
- duplication of engagement effort across government
- community groups trading-off one part of government against another.

### **Leadership** – risks associated with:

- lack of support in decision-making
- leadership behaviours not reinforcing engagement expectations
- community concern with the different messages being presented
- poorly planned and executed engagement efforts.

### **Organisational culture** – risks associated with:

- poor communication across the organisation
- resource allocation not supporting the engagement effort
- lack of linkages between the engagement activity and the overall departmental planning cycle
- lack of commitment to genuine engagement.

**Employee commitment and skills development strategies** – risks associated with:

- staff lacking adequate skills to undertake community engagement activities
- staff lacking adequate motivation to undertake community engagement activities (for example, they may feel community engagement is not part of their job)
- lack of opportunities to participate in community engagement
- lack of resources to support safe and effective engagement.

**Internal communication and engagement strategies** – risks associated with:

- incongruence in internal communications and engagement strategies, reflected in external approaches
- confusion of direction
- activities that are duplicated
- lack of support for engagement outcomes.

**Decision-making and resourcing** – risks associated with:

- reduced engagement effectiveness
- inability to meet promises made to communities
- not meeting expectations of government in terms of community engagement delivery
- inability to support staff implementing engagement.

**Technological support** – risks associated with:

- time and cost overruns
- technically flawed systems.