

City of Kalamunda 2017 Strategic Risk Register - Proposed Review

ID No.	Risk Description (original)	Risk Description (revised)	Risk Owner	2016 to 2017 Trend	Treatment Actions in past 12 months	Current Risk Rating (current matrix)			Revised Risk Rating (2019 new matrix)		
						Consequence	Likelihood	Current Risk Level	Consequence	Likelihood	Current Risk Level
1	Degradation of City's biodiversity profile through the development process	Significant degradation of the City's biodiversity profile occurs through inappropriate or not properly managed Development process	Director Development Services		New/modified risk	Major	Likely	Extreme	Major	Likely	Extreme
2	Increased safety risks resulting from both existing occupational hazards and changing employee health profile (eg aging workforce, mental health, drug and alcohol prevalence)	Increase in lost time injuries and near misses by not properly identifying and managing workforce issues (aging workforce, mental health, drug & alcohol abuse)	CEO	→	Risk level has been maintained at 2016 levels. Risk treatment includes regular audits, safety management plan, training, drug & alcohol testing and hazard management. There was 1 potentially fatal event in 2016/17 (bee sting event).	Critical	Rare	High	Critical	Rare	Medium
3	Inadequate Emergency Recovery process in response to critical event	The City fails to meet its requirements within Emergency Recovery phase of incidents due to inadequate processes in place	Director Development Services	→	Risk level has been maintained at 2016 levels. Last year's actions included emergency recovery testing, monitoring and review of disaster recovery plan and bushfire risk management plan Additional staff, additional training.	Major	Rare	High	Major	Rare	Low
4	Ineffective Information Security Protocols	The City suffers a material breach of Information Security through ineffective protocols and processes	Director Corporate Services	→	Risk profile has been maintained since 2016. Risk treatment activities have included testing of Disaster Recovery Plan, Testing Business Continuity Plan, increased insurance, cloud migration, increased 3rd party penetration testing, backup environment, 2nd firewall, plus increased resourcing and capability of team	Significant	Likely	High	Insignificant	Likely	High
5	Not identifying and managing contaminated land	A significant breach of environmental regulations occurs on contaminated land under the City's control through ineffective management	Director Development Services	↑	Risk rating has been downgraded since 2016 due to focused management interventions such as register of contaminated sites, investigation and monitoring of priority sites, community education and increased insurance	Significant	Likely	High	Significant	Likely	High
6	Inability to influence policy direction, including inability to align projects to funding opportunities, resulting in impact on revenue. Includes missed funding opportunities and/or introduction of detrimental govt policy decisions (eg rate caps by government)	Adverse impact on future rates setting statements and project programs through ineffective engagement with policy makers at State and Federal levels	CEO	↑	This risk is supported by ongoing advocacy activity at all levels of management. Specific focus in past 12 months includes Council endorsement of the advocacy strategy, regular meetings with politicians, ensuring shovel-ready projects are prepared, proactively identifying and seeking funding opportunities, plus building partnerships with community and stakeholders	Significant	Possible	High	Significant	Possible	High

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7	Ineffective asset management of all City owned assets and facilities	Unacceptable increase in unplanned operating cost increases, service failures or unplanned capital works due to ineffective asset management plans and process	Director Asset Services	↑	There is a significant severity of consequence to reputation and safety which does not change. With the established asset management team and strong processes, the risk likelihood has decreased. Asset management practices have improved including condition inspections, resourcing of the asset team, production of two asset management plans (of 5), funding for asset management activities, and an asset enhancement reserve. The 2016/2017 financial year asset valuation was audited and cleared and asset ratios are understood and being improved. All activities are now guided by an Asset Management Strategy.	Significant	Possible	High	Significant	Possible	High
8	Failure to plan for housing diversity and lifestyle choices for aged and persons with disability	Demand for suitable housing stock for aged and persons with disability is constrained by poor planning process and approvals	Director Development Services	↑	Two aged persons sites approved, progress towards several additional sites underway, aged care advisory committee, disability advisory committee, ongoing and constant advocacy	Significant	Possible	High	Significant	Possible	High
9	Planning development process perceived by community as incompatible with environmental values	Adverse community action due to the Planning Development Process being incompatible with City environmental values through improper consideration of the issues	Director Development Services		New/modified risk	Significant	Possible	High	Significant (3)	Possible (3)	High (9)
10	Ineffective governance and decision making impacts and inhibits ability to effectively govern	Good government of the City occurs because of ineffective governance and decision making processes	CEO	↑	This risk is improved through continued focus on positive and strong relationships within Council and relationships between Council and Administration. Supported by Councillor induction, clarification of roles and training.	Major	Unlikely	High	Major	Unlikely	Medium