










City of Kalamunda 2018 Strategic Risk Register

| ID No. | Risk Description | Risk Owner | 2017 to 2018 Trend | Treatment Actions in past 12 months | Risk Rating (2017) | | | Risk Rating (2018) | | | Treatment Actions in next 12 months | Action | Review Date |
|--------|--|-------------------------------|---|---|--------------------|------------|--------------------|--------------------|----------------|-------------------|--|--|---------------|
| | | | | | Consequence | Likelihood | Current Risk Level | Consequence | Likelihood | Target Risk Level | | | |
| 1. | Inadequate Community Engagement leading to Community distrust in the City. | CEO | New Risk | New/modified risk. | | | | Significant | Almost Certain | Extreme | 1. Staff Training – Strategies for dealing with opposition and outrage in public participation (June 2019). 2. Annual Report to Council on Community Engagement campaigns 3. A Risk Assessment to be undertaken of proposed methodologies for Community Engagement and campaigns | Risk Assessment of campaigns to be immediately implemented. | December 2018 |
| 2. | Degradation of City's biodiversity profile through the development process | Director Development Services |  | New/modified risk. | Major | Likely | Extreme | Significant | Possible | High | 1. Investigation of Tree Retention policy; 2. Risk identification through council reporting; 3. Ensure existing planning processes and legislation re: flora and fauna protection are enforced through planning assessments. 4. Local Environmental Strategy and Environmental Land Use Planning Strategy being prepared and Biodiversity Strategy being reviewed. 5. Changes in planning processes and focus towards environmental protection by developers, consultants and the City (i.e. FFN). | On Track with key actions being progressed as part of the Local Environmental Land Use Planning Strategy. | December 2018 |
| 3. | Increased safety risks resulting from both existing occupational hazards and changing employee health profile (e.g. aging workforce, mental health, drug and alcohol prevalence) | CEO |  | 1. Risk level has been maintained at 2016 levels. 2. Risk treatment includes regular audits, safety management plan, training, drug & alcohol testing and hazard management. 3. There was 1 potentially fatal event in 2016/17 (bee sting event). | Critical | Rare | High | Critical | Rare | High | 1. Asset Services Safety Initiative incorporating creation of safety team; 2. Review and improve Fit for Work Policy and Retirement Policy; 3. Improved management of poor performance 4. Drug and Alcohol enforcement 5. Review safety management system and plan 6. Implementing reporting framework to Council. | On track | December 2018 |
| 4. | Inadequate Emergency Recovery process in response to critical community event | Director Development Services |  | 1. Risk level has been maintained at 2016 levels. 2. 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 | High | 1. Emergency Management Recovery training and testing; 2. Monitoring and review of the local emergency management arrangements 3. Review of Bushfire Risk Management Plans 4. Maintaining relationships with police and emergency management departments 5. Continue to fund a CESM role. | On track | December 2018 |
| 5. | Ineffective Information Security Protocols | Director Corporate Services |  | 1. Risk profile has been maintained since 2016. 2. Risk treatment activities have included testing of Disaster Recovery Plan, Testing Business Continuity Plan; 3. Increased insurance; 4. Cloud migration, increased 3rd party penetration testing, backup environment; 5. 2nd firewall, plus increased resourcing and capability of team. | Significant | Likely | High | Significant | Likely | High | 1. Frequent penetration testing continues; 2. Testing of the Disaster Recovery Plan continues; 3. Staff training and awareness regarding security protocols 4. External Security Review 5. Appointment of Internal Cyber Security Officer. 6. Development of an information security plan. | Revise the City's Policy's and Procedures regarding handling and disclosure of information held by the City. | November 2018 |

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| 6. | Inability to provide sufficient land for active and passive recreation activities | Director Development Services |  | New/modified risk. | Significant | Unlikely | Medium | Significant | Unlikely | Medium | 1. Preparation of new Local Planning Strategy; 2. Review of Planning Scheme; 3. Community Engagement; 4. Forrestfield North Structure Planning; 5. Implementation of Public Open Space Strategy ; 6. Preparation and implementation of Master Plans for strategic reservations (i.e. Ray Owen and Hartfield Park). 7. Community Facilities Plan and future Development Contribution Plan. | On Track through implementation of the City's Public Open Space Strategy. | December 2018 |
| 7. | Ineffective management of contaminated land | Director Development Services |  | 1.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 | Moderate | Possible | Medium | 1. Register and update of contaminated sites; 2. Investigation and monitoring of priority sites including the carrying out of any recommendations from Preliminary and Detailed Site Investigations; 3. Community Education Program; 4. Allocation of funds through WAAR Levy for remediation 5. Alan Anderson Reserve remediation complete. | On Track through Detailed Site Investigations and on-going contaminate sites remediation and investigation programs. | December 2018 |
| 8. | Failure to plan for housing diversity and lifestyle choices for aged and persons with disability | Director Development Services |  | 1. Two aged persons sites approved, progress towards several additional sites underway; 2. Aged care advisory committee, disability advisory committee; 3. Ongoing and constant advocacy. | Significant | Possible | High | Significant | Unlikely | Medium | 1. Preparing a new Local Planning Strategy; 2. Review of Planning Scheme; 3. Community Promotion; 4. Forrestfield North (FFN) Structure Planning 5. Cambridge Reserve and Heidelberg Park as aged care developments 6. Dual Density amendment approved and being implemented. 7. Karingal Green, High Wycombe 160 Bed Development underway 8. Significant Advocacy. | On Track through preparation of new Local Planning Strategy and investigations into innovative housing. Also improved through Building and Development Approvals issued for strategic private sector initiatives. | December 2018 |
| 9. | Ineffective governance and decision-making processes of Council. | CEO |  | 1. Provision of training to Elected Members. 2. Focus on building strong relationships with Elected Members. | Major | Unlikely | High | Significant | Unlikely | Medium | 1. Continue to foster strong relationships between Councillors and between Council and Administration; 2. Endorsement of Governance and Policy Framework; 3. Training of Council and Administration members. 4. Review and development of Code of Conduct 5. Policy developed and adopted – Elected Member Contact with Staff 6. Review of Governance function completed. | On Track | December 2018 |
| 10. | Ineffective asset management of all City owned assets and facilities | Director Asset Services |  | 1. Asset Management Strategy adopted by Council on 24 July 2017 and actions being implemented. 2. Parks Asset Management Plan approved by Council on 28 August 2017 and used to inform the 2018/2019 Long Term Financial Plan | Significant | Possible | High | Moderate | Possible | Medium | 1. Deliver the Asset Management Strategy and related asset management activities; 2. Community consultation on Levels of Service (which improves the alignment of our activities with community needs). 3. Endorse the Drainage, Roads and Buildings Asset Management Plans. 4. Review of Community Facility Plan | On Track | December 2018 |

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| | | | | 3. The 2018/2019 Long Term Financial Plan has utilised the recommendations from the Pathways Asset Management Plan adopted by Council on 22 May 2017. 4. Draft Drainage Asset Management Plan finalised in June 2017 for consideration by Council in July 2017. | | | | | | | 5. Development of asset and maintenance plan for Kalamunda Water Park. | | |
| 11. | Ineffective advocacy resulting in lost funding opportunities | CEO | ↑ | 1. Council endorsement of Advocacy Strategy. 2. Regular meetings with political stakeholders. 3. Regular meetings with community stakeholders. | Significant | Possible | High | Moderate | Possible | Medium | 1. Continued implementation of advocacy strategy 2. Development of individual advocacy plans 3. Community engagement to support advocacy projects 4. Continued design and planning for shovel-ready projects 5. Continue to partner with key stakeholders to pursue advocacy campaigns 6. Ongoing liaison with members of parliament. | On Track | December 2018 |
| 12. | Loss of character in Kalamunda Townsite | Director Development Services | → | 1. Risk has been mitigated via Activity Centre Plan for town centre and other strategic planning mechanisms, community engagement. | Moderate | Possible | Medium | Moderate | Possible | Medium | 1. Activity Centre Plan for Kalamunda 2. Design Guidelines; Public Realm Guidelines and Design Assessment Panel; 3. Community and stakeholder Engagement and increased communications on developments; 4. Redevelopment of Stirk park; 5. Road pavement and streetscape enhancements (public realm). | On Track. Kalamunda Activity Centre Plan well progressed and in the process of being workshopped and presented to Council for public advertising. | December 2018 |
| 13. | Inability to support increasing demands of community groups | Chief Executive Officer | ↑ | 1. Strong focus on stakeholder engagement. 2. Alignment of the community facilities plan and the long term financial plan. | Significant | Unlikely | Medium | Moderate | Possible | Medium | 1. Build stronger relationships with Community Groups; 2. Actively engage Government in advocacy programs; 3. Continue to pursue deliberative democracy opportunities for the community e.g. SSRCC, ABCD 4. Continuing networking with other local governments e.g. the GAPP to secure funding. | On Track | December 2018 |
| 14. | Lost opportunities from ineffective economic development | Director Corporate Services | ↑ | 1. Developed the Economic Development Strategy & continued to build strong relationships with Chamber of Commerce and local businesses. 2. Resourcing of Economic Development team. | Significant | Unlikely | Medium | Moderate | Possible | Medium | 1. Implement Economic Development Strategy; 2. Develop and implement Tourism Strategy; 3. Progress the Inland Port Member Councils Freight Logistics Project 4. Partner with Chamber of Commerce and industry groups 5. Partner with EMRC and other stakeholders 6. Increase opportunities industrial developments within the City 7. Improve commercial areas to encourage activation. | Implement Economic Development Strategy (June 2019). Develop Tourism Strategy (June 2019). | December 2018 |

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| 15. | Failure of management controls resulting in fraud or misconduct | CEO | → | 1. Risk management procedures, audit controls; 2. Experienced and qualified staff, public interest disclosure, internal governance and legal, gift register (and other policies); 3. Internal and external Audit. | Significant | Unlikely | Medium | Significant | Unlikely | Medium | 1. Regular audit of controls continue; 2. Audit and Risk Committee oversight; 3. Review and improvement of Policy Framework 4. Training and awareness of Staff 5. Monitor for breaches and reporting mechanisms 6. Monitor directions and releases from key agencies.eg CCC, DLG. | Develop and implement Fraud and Misconduct Plan. | December 2018 |
| 16. | Inability to meet changing housing needs of the community | Director Development Services | → | 1. Dual density, local planning strategy and planning scheme review. | Significant | Unlikely | Medium | Significant | Unlikely | Medium | 1. Prepare new Local Planning Strategy; 2. Community Engagement; 3. Forrestfield North Structure Planning 4. Prepare Housing Strategy 2018; 5. Dual Density Amendment implementation. | On Track | December 2018 |
| 17. | Insufficient water for current and future community needs. | Director Development Services | → | 1. Water harvesting applications. | Significant | Unlikely | Medium | Significant | Unlikely | Medium | 1. Develop a water resource management plan 2. Forrestfield North Structure Planning (Local Water Management Strategy); 3. Public Open Space Strategy 4. Implement technology efficiencies in irrigation and water supply systems 5. Implement stage 2 of the Hartfield Park Managed Aquifer Recharge project. | On Track | December 2018 |
| 18. | Capital and operating budget overrun | Director Corporate Services | → | 1. Risk has been downgraded since 2016 and will be monitored at strategic and operational levels from the strategic risk to the operational risk register. 2. There is a 5-year trend of improved audit outcomes, capital/operating budget management due to focused actions including financial management, monthly financial reporting and first/mid-term budget review. | Moderate | Possible | Medium | Moderate | Possible | Medium | 1. Continued monitoring of budget target KPI's; 2. Maintenance of two budget reviews 3. Continuing training of staff and Councillors in financial management budget processes 4. Monitoring ratios at Council level 5. Monitoring cash flow. | On Track | December 2018 |
| 19. | Compliance with development approvals is ineffective | Director Development Services | → | 1. Audit process for high risk development approvals. | Moderate | Possible | Medium | Moderate | Possible | Medium | 1. Proactive monitoring of high risk approvals; 2. Community Education 3. Process for programing and reporting inspections and actioning recommendations 4. Closer integration between Strategic and Statutory Planning guidelines and processes in-line with State Government recommendations on the Planning Reform Green Paper. | On Track and on-going. Revised compliance program being implemented internally and well received by officers. | December 2018 |
| 20. | Inadequate bushfire mitigation on City of Kalamunda public lands | Director Asset Services | New Risk | | | | | Moderate | Possible | Medium | 1. Full time Senior Fire Mitigation Officer 2. Purchase of 3rd Fire Mitigation vehicle 3. Strategic Fire Mitigation programs for urban interface 4. Achieve targets for fuel reduction across the City 5. Continue the process for developing a Citywide Bushfire Risk Management Plan. | On Track | December 2018 |

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| 21. | The City has to close the Transfer Station Operation and Approvals, due to loss of the operating licence. | Director Asset Services | New Risk | | | | | Significant | Unlikely | Medium | 1. Undertake Site Improvements as per Concept plan and approvals from Department of Water and Environmental Regulation 2. Implement new entry pass and commercial permit system 3. Educate Community 4. Monitor site operations and report on effectiveness or new procedures 5. Develop to improve data management collection to inform future direction. | On Track | December 2018 |
| 22. | Total loss of a major City asset or facility | Director Asset Services | New Risk | New/modified risk. | | | | Significant | Unlikely | Medium | 1. Maintain evacuation, Disaster Recovery , and Business Continuity plans and associated training and drills. 2. Cloud data storage 3. Insurance in place. | On Track | December 2018 |
| 23. | Failing to prepare for digital disruption within City operations. | CEO | New Risk | New/modified risk. | | | | Moderate | Possible | Medium | 1. Digital Strategy; 2. Advocacy Strategy; 3. Community Engagement; 4. Staff Training in emerging technology trends 5. ALTUS development an Cloud storage. | On Track | December 2018 |
| 24. | Unavailability of land for food production and tourism. | Director Development Services | New Risk | New/modified risk. | | | | Moderate | Possible | Medium | 1. Review of Hills Rural Strategy; 2. Detailed analysis of Department of Agriculture Land Capability Assessment; 3. Promotion of Agritourism; 4. Review of Local Planning Strategy; 5. Identification of Priority Agriculture zone. | On Track for review as part of Rural Strategy and revised Local Planning Strategy. | December 2018 |