

| City of Kalamunda 2022 Strategic Risk Register | | | | | | |
|---|--|-------------------------------|---|---------------------|------------|--------------------|
| ID No. | Risk Description (revised) | Risk Owner | Treatment Actions in past 12 months | Current Risk Rating | | |
| | | | | Consequence | Likelihood | Current Risk Level |
| 1. | Environmental degradation occurs as a result of inadequate policy measures to manage the impact of population growth and development. | Director Development Services | Policy development resulting in improved development controls and resource allocation. | Major | Possible | High |
| 2. | The balance of unfunded Strategic Community Facilities ("Big Picture" Projects) are unable to be delivered in a timely fashion due to insufficient external funding | 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. | Critical | Possible | High |
| 3. | The City fails to deliver the High Wycombe TOD Community Node Project to State and Federal Stakeholder satisfaction leading to reputational impacts and putting at risk future advocacy outcomes | CEO | Initial works to develop "big picture" program, resourcing needs, governance structure and project plans. These will now carry through into tangible delivery phase outcomes. | Critical | Unlikely | High |

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| 4. | Follow through of the OSRAP through rates increases planned for 23/24, 24/25 and 25/26 financial year is not implemented leading to falling Financial Health Index and Office of the Auditor General intervention. | CEO | Council have endorsed the OSRAP and the current year budget reflects an adjustment for OSRAP. The City's Long Term Financial Plan contains provisions for the OSRAP | Critical | Possible | High |
| 5. | Significant expansion in the number and value of community facilities without underlying strategies in place to be able to fund operating costs and future renewal costs leading to significant reduction in financial ratios and sustainability of Council as an operating entity | Director Asset Services | Assessment of the "Big Picture" projects (predominantly the Aquatic Centre(s)) included operating cost assessments and have identified options to address these issues. Updated Asset Management Plans are due in the next few years which will reflect the changes in the Asset base and targeted Renewal spend. | Critical | Possible | High |
| 6. | Community opposition to new urban development places constraints on housing supply and diversity, significantly impacting housing affordability. | Director Development Services | Review and establish strategic planning frameworks in consultation with the State Government and community to ensure adequate housing supply & diversity to meet projected population increases and changes in demographics. | Significant | Possible | High |

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| 7. | The City suffers a material breach of Information Security through ineffective protocols and processes | Director Corporate Services | 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 | Possible | High |
| 8. | Ineffective processes or funding to deal with the forecast impacts of a changing climate. | Director Asset Services | The City has drafted a climate change action plan with recommended actions which will need funding over coming years. Adoption and implementation of the Plan would see the risk being largely mitigated. | Major | Possible | High |
| 9. | Proposed amendments to the Local Government Act create uncertainty and community angst in how we govern | CEO | Engagement with Council Provision of induction training Advocacy with the LG Sector. | Significant | Likely | High |
| 10. | A significant breach of planning regulations occurs through ineffective compliance actions on conditions of development approval | Director Development Services | Focus on compliance auditing of conditions of high risk development approvals. | Significant | Possible | High |
| 11. | A significant breach of environmental regulations occurs on contaminated land under the City's control through ineffective management | Director Development Services | Strong focus on management interventions such as register of contaminated sites, investigation and monitoring of priority sites, community education and increased insurance. | Major | Possible | High |

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| 12. | Increase in lost time injuries and near misses by not properly identifying and managing workforce issues (ageing workforce, mental health, drug & alcohol abuse) | CEO | Risk treatment includes regular audits, safety management plan, training, drug & alcohol testing and hazard management. Launched a culture and safety initiative. | Major | Unlikely | Medium |
| 13. | Unsatisfactory decision making occurs as a result of ineffective governance. | CEO | LG Act Review Policy Review Professional governance staff Comprehensive councillor induction program | Significant | Unlikely | Medium |
| 14. | Age demographic of Kalamunda Leadership Team results in potential loss of corporate knowledge. | CEO | Succession Planning Process mapping Leadership Development training | Moderate | Possible | Medium |
| 15. | The City fails to meet its requirements within the Emergency Recovery phase of a natural disaster due to inadequate emergency management processes. | Director Development Services | Emergency recovery testing, monitoring and review of disaster recovery plan and bushfire risk management plan Additional staff, additional training and on-going meetings and liaison through the Local Emergency Management Committee. | Major | Rare | Low |