



Addendum No. 1

Item No. 5.5

Corporate Governance Committee Meeting

**TUESDAY, 5 DECEMBER 2023
5:00pm**

A handwritten signature in blue ink, appearing to read "S. Green", is positioned above the printed name and title of the Chief Executive Officer.

**SAM GREEN
CHIEF EXECUTIVE OFFICER**

Issue Date: Tuesday, 5 December 2023

STAFF REPORTS

MATTERS TO BE CONSIDERED BY THE COMMITTEE ONLY

Matters for Information

5.5 STRATEGIC RISK REPORT

Responsible Executive Manager : Sam Green

Report Author : David Gustafson

Delegated Authority : Matters for Information

Attachments :

- 1 [↓](#). Strategic Risk Workshop - SLT Briefing Pack
- 2 [↓](#). Strategic Risk Report - November 2023

Purpose

The purpose of this report is for the Corporate Governance Committee (CGC) to receive and note the Strategic Risk Report.

STAFF RECOMMENDATION

The Corporate Governance Committee receive and note the Strategic Risk Report (*Attachment 2*).

Relevance to Strategic Plan

The effective management of risk is critical to ensuring we can achieve the objectives set out in the Council's Strategic Plan 2020-24. Additionally, regular review of our strategic risks aligns to Council's need to meet our legislative requirements and legal obligations.

Relevance to Community Engagement Policy

Nil

Background

Clause 2.8 of the CGC Charter states that the Committee will receive and review strategic risk reports.

Strategic risks are reviewed by the Executive Team on a quarterly basis with reporting to the Corporate Governance Committee occurring in:

- May (quarter 1 - January to March period); and
- December (quarter 3 - July to September period).

Current Situation

Since the last Strategic Risk Report to the CGC in August 2023 a new Strategic Risk Register (SRR) has been developed. The previous SRR had been in place for several years and in July 2023 it was agreed that it would be timely to undertake a full review of the SRR with the Senior Leadership Team (SLT).

The purpose of the review was to ensure our strategic risks are current, relevant and align to our business objectives. It also allowed the current SLT members to better understand strategic risk and provide them an opportunity to contribute to the development of the SRR.

The process to undertake the review was as follows:

- A briefing pack was issued to SLT members providing information on risk and risk management, the importance of strategic risks, the need to link strategic risks to our overarching business objectives, such as the Strategic Plan 2020-2024 and strategic objectives 2043, and the process that would be undertaken to conduct the review. The briefing pack is provided at (*Attachment 1*).
- SLT members were requested to submit their top 2-3 strategic risks, along with causes, consequences, and controls that are currently in place for those risks. The Risk Team collated the information provided and produce a draft SRR in advance of the first workshop.
- Two workshops were held with SLT to review and discuss the draft SRR. At the workshops SLT discussed each of the risks and agreed on the risk wording, causes, consequences and controls. The risks were also rated using the Mentimetre online voting system, and SLT discussed potential treatment options that could be considered in the future.
- Following the workshops, the Risk Team held individual meetings with the CEO and General Managers to confirm the risk owner, listed controls and the risk ratings for each risk.

The new SRR is being provided to CGC in the November Strategic Risk Report (*Attachment 2*). The Executive Team have provided comments on each risk, and these have been included in the report.

Future Action

The new SRR is now in place and the Executive Team will continue to review the strategic risks on a quarterly basis. An updated report will be presented to CGC for quarter 1 in May 2024 as per the CGC Work Plan.



Strategic Risk Management Workshop 2023

City of Playford

Strategic Risk Management Workshop

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1.Executive summary

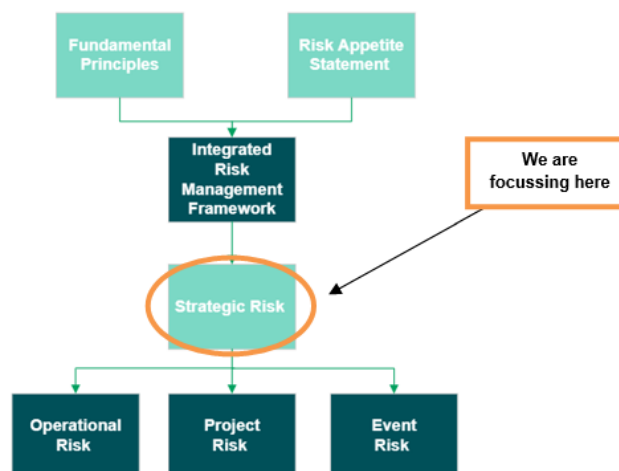
1.1 Introduction

The City of Playford (COP) uses an Integrated Risk Management Framework (IRMF) to ensure a systematic approach to the identification and management of our risks. The IRMF supports our Risk Appetite Statement and 8 Risk Fundamental Principles.

The purpose of the IRMF, Risk Appetite Statement and Fundamental Principles is to establish a structured risk management process for the COP, and to detail all our risk management documentation, tools, systems, and training, together with our governance structures and mechanisms that serve as a guide for embedding risk management into all of our decision making across the organisation.

The IRMF is internally reviewed via the Policy Governance Framework, policy approval process bi-annually and the Risk Appetite Statement and Fundamental Principles are reviewed internally and then via the Corporate Governance Committee, who provide recommendations to Council for final endorsement. The timeframe of the review is within 12 months of a periodic election, or alternatively at any other time that warrants a review to be undertaken.

Below is a diagram which outlines the relationships and integration between our risk management documents and activities at the City of Playford.



Over the last 5 years we have undertaken a range of work to improve on our oversight, management and recording of risks. As part of this work a set of 8 strategic risks that align to our organisation and focus our efforts on understanding what could go wrong, how we can prevent it, how we can plan for potential risks that may arise and how we can make better decisions were identified.

These risks are reviewed on a quarterly basis with the general managers and CEO, however mid-2023 it was identified that although these quarterly reviews were adding value, we were missing key operational information held by senior managers and managers, which needed to be shared and discussed, to better inform how we are practically addressing our identified strategic risks.

To close this gap the decision was made that the Risk Team would have a discussion with key senior managers and where necessary managers, to discuss the strategic risks from an operational perspective. The thinking behind this change was that we could better obtain pertinent information regarding the current state of the strategic risk, including what controls are being implemented, what new controls have been implemented, or what controls we thought we were implementing, but perhaps are not actually doing, or not doing very well.

As part of these changes, it was agreed that it would be timely to undertake a full review of our current strategic risks. This work will ensure that our strategic risks are:

- Current and relevant; and
- Align to our business objectives.

This review will also provide our senior leaders with key information about why we have strategic risks, why it's important to identify strategic risks and how each of the business units influence the way that we are managing our strategic risks.

We will only be focussing on strategic risks for this review, however it is important to note that there are separate reporting processes in place to manage our operational risks, and further work is being undertaken to introduce similar reporting in relation to our project and event risks.

2. What you need to do

Please take the time to read this booklet and consider what you think the key strategic risks are to achieving City of Playford's objectives, prior to the workshop. That is, what are those key risks that are organisational-wide rather than team, project, or program specific that may affect City of Playford's ability to achieve our objectives.

1. Record your top 2-3 strategic risks on the risk identification worksheet located at (Appendix 1) and provide this via email to David Gustafson at Dgustafson@playford.sa.gov.au, no later than COB 18 August 2023.

Note: If you are unable to only select 2-3 strategic risks and you feel that there are additional strategic risks that should be considered, please also include these.

2. Ensure that you bring this briefing pack to the Strategic Risk Workshop on Thursday 28 September 2023.

2.1 Objectives

The key objectives of the Strategic Risk workshop are to:

- Identify and update our strategic risks (immediate, emerging, and ongoing)
- Consider existing controls mitigating the identified risk; and
- Discuss and rate risks (consequences and likelihood) after consideration of all current controls.

2.2 About the Strategic Risk Workshop

The Strategic Risk Workshop is scheduled for Thursday 28 September and will be facilitated by Kyla Ormrod- Manager Risk and WHS and Paula Paterson- Senior Manager Organisational Development, with supporting facilitators David Gustafson- Risk Specialist, Steve Moritz- HR, Risk and WHS Specialist, and Ninad Sinkar- Internal Auditor. The workshop will run for approximately three hours and will be scheduled as an agenda item during the SLT Meeting. Kyla Ormrod is the first point of contact for any questions relating to the Strategic Risk Workshop and this briefing pack.

Prior to the workshop, please take the time to read this information, including the attachments, and consider what you think the key strategic risks are, that could prevent us from achieving the strategic objectives for the City of Playford.

The focus of the workshop will be to discuss the consolidated strategic risks that are identified through the risk identification worksheets and to spend time discussing each risk in more detail.

Kyla Ormrod and Paula Paterson will then facilitate the following activities: (subject to time and constraints).

During the Workshop:

- Recap and overview of risk at the City of Playford
- Confirmation of the identified strategic risks
- Consideration of existing controls
- Rating risks against City of Playford's risk matrix (measurement of the risks, in terms of potential consequence and likelihood of their occurrence (*refer Appendix 2*))
- Identification of target residual risk (after treatment) for each risk; and
- The identification of risk owners (those accountable for overall management of the risk, including monitoring of treatment plans).

After the workshop:

- Strategic risks will be further consolidated based on the workshop conversations
- Strategic risks will be sent to the nominated risk owners for review
- The risk owner will be asked to confirm the controls, identify any additional treatment plans, and nominate completion dates for treatments
- Manager, Risk and WHS will consolidate the responses and finalise the draft strategic risks for executive.

3. What is risk and who is responsible for risk management?

There are many definitions of risk, but for our purposes it can be summarised as 'the chance that an uncertain event or action will adversely affect City of Playford's ability to achieve its objectives.

This definition is deliberately broad to enable consideration of the key strategic issues with the potential to impact on the success of the organisation. In the workshop we will discuss the risks which threaten the objectives of City of Playford.

For the purpose of this workshop, it is important to highlight that strategic risks are risks which are generally organisation wide and impact on the ability of Council to achieve its overall objectives that are set out in our plans (strategic objectives 2043 and strategic plan) or the delivery of critical services, whilst operational risks are the risk of losses that are caused by flawed or failed processes, policies, systems or events that disrupt business operations.

Risk Management is a key responsibility of all workers. Some individuals are however better placed to manage specific risks than others. In conjunction with the general managers and CEO, the senior management team is responsible for setting and implementing the risk management framework and expectations. The key message is that risk, in all its forms, is an organisational issue - not functional or hierarchical.

Risk management is not an addition to your job but must be considered as a fundamental element and required skill within your management tool kit.

At a simplistic level it is about asking yourself (and others):

- What can go wrong?
- What is the likelihood of it going wrong?
- What is the impact should it go wrong?
- What action should be taken to avoid and/or manage the situation?
- what opportunities are being missed?

These simple questions can be applied to the kinds of decisions made every day, at all levels of the organisation. Risk management should be seen as something that is embedded within the normal management process, improving the quality of decisions made, not preventing decisions from being made.

4. City of Playford's Strategic Objectives 2043



Below are the City of Playford's Strategic aspirations/objectives to 2043. It is important that we keep these objectives in the forefront of our minds whilst undertaking this work to ensure that we are constantly considering the risks that are directly associated with us not being able to achieve what we have made commitments towards.

Liveability	Connected Communities <i>"Physically and socially connected."</i>	A Vibrant CBD for the North: <i>"An integrated retail, commercial and entertainment hub"</i>	Village Lifestyle <i>"Creating diverse density and urban form- The right services located in the right places will enhance the liveability of Playford in 2043."</i>	Sustainable and Responsible Community <i>"Managing our natural, economic and social resources."</i>	Environmental Care <i>"Protecting our natural assets."</i>	Safe Communities <i>"Our prosperous, vibrant and connected communities will contribute to Playford being a safer place to live, work and play."</i>
Prosperity	Economic Development <i>"A thriving local economy- The 30 Year Plan for Greater Adelaide foresees an additional 79,000 jobs in our region and more than 24,400 hectares of new employment lands to be created."</i>	Educated and Skilled <i>"Right skills for the right job- Playford will be a place where people can and will learn over their entire life."</i>	Community Vitality <i>"Refreshed, invigorated, diverse and empowered."</i>	Embracing our Prosperity <i>"Playford will need a planned and coordinated approach to achieve the full potential of the economic opportunities that lie ahead."</i>		
Happiness	Ambitious and Proud Communities <i>"Playford will have moved past its negative stereotypes and taken advantage of the new opportunities on offer to prosper both individually and as a community."</i>	Healthy Living <i>"Playford will have embraced a whole of community approach to health that promotes physical, mental, social, emotional and spiritual wellbeing."</i>				

5.City of Playford’s Strategic Plan Objectives 2020-2024

Our Strategic Plan 2020-2024 states Council’s four-year goals for the city and provides direction for decision-making and how we prioritise our resource allocation. We currently have 5 community themes which make up the foundation of the strategic plan and reflect what our community expects from Council.

We have also committed to putting these at the centre of our decision making so that our community will feel prouder and more confident about their city, more inspired about their future opportunities and more connected to their Council and each other. It is important that we also keep these objectives in the forefront of our minds whilst undertaking this work, to ensure that we are constantly considering the risks that are directly associated with us not being able to achieve what we have committed to.

<div>Community Theme 1</div> <div></div> <div>Improving safety and accessibility</div>	<div>Community Theme 2</div> <div></div> <div>Lifting city appearance</div>	<div>Community Theme 3</div> <div></div> <div>Connecting with our community and each other</div>	<div>Community Theme 4</div> <div></div> <div>Supporting business and local employment opportunities</div>	<div>Community Theme 5</div> <div></div> <div>Using money wisely</div>
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City of Playford

Strategic Risk Management Workshop

6. City of Playford's Foundation Principles

We should also be turning our minds to our three Foundation Principles throughout this journey. This will ensure that we align to, and can be guided by our core foundations when considering and making decisions in relation to strategic risks.

Full Disclosure	Do No Harm	Attend to the needs of others
Means no surprises. Share the right information, with the right people, at the right time, so we can all do our jobs well. Talk about the risks, as well as all of the opportunities. It's not about sharing everything with everyone but using your judgement to ensure all stakeholders have the information they need when they need it.	Do no physical or psychological harm. This means to other people, but also extends to our assets, environment, and our community. Be honest, respectful, and ethical.	This is a commitment to taking care and diligence in all that we do, giving consideration not only to our own needs, but also how we can set others up for success at the same time. It is about pride in our work and looking to put the perception of Playford at the forefront of our actions. It means doing whatever it takes to get the job done even if it isn't your direct responsibility. It is thinking about our customers and what they need and beginning at the answer 'yes'

7. Timetable and Agenda

Description	Dates
SLT Strategic Risk Workshop Briefing Pack issued	07 August 2023
Responses received from SLT to David Gustafson	18 August 2023
Information provided via the risk worksheet (<i>Attachment 1</i>) reviewed by Risk Team, with view of condensing information into a set of key strategic risks- decision made if 1 or 2 workshops required (depending on number of potential strategic risks that are identified via SLT responses)	01 September 2023
Further information provided to SLT, outlining the identified strategic risks, and confirming the next workshop	08 September 2023
Strategic Risk Workshop (three hours)	28 September 2023
Review of identified strategic risks in conjunction with the information gathered during the workshop, and development of new draft strategic risks (including controls, risk ratings, owners, and treatment plans)	13 October 2023
Complete draft strategic risks presented to SLT for feedback	26 October 2023 SLT meeting
Final version of strategic risks presented to executive	November 2023
New organisational strategic risks provided with a report to CGC- for information	Next available CGC meeting

8. Appendix 1 - Risk worksheet

Please use this worksheet to capture what you consider to be the top 2-3 strategic risks that will impact the achievement of City of Playford's objectives. That is, what are those key risks that are organisational-wide rather than team, project, or program specific that may affect City of Playford's ability to achieve its agreed purpose?

If you are unable to only select 2-3 strategic risks and you feel that there are additional strategic risks that should be considered, please also include these below.

Strategic Risk Issue	What could potentially cause this to happen?	Describe the <u>consequence</u> of exposure to City of Playford	<u>Current</u> key controls managing this risk	<u>Plans to mitigate this risk</u>
1.				
2.				
3.				

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Strategic Risk Management Workshop

9. Appendix 2 - Risk Rating Table

Risk Matrix

Consequence	Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	1	2	3	4	5
Almost Certain 5	Medium 5	High 10	High 15	High 20	High 25
Likely 4	Low 4	Medium 8	High 12	High 16	High 20
Possible 3	Low 3	Medium 6	Medium 9	High 12	High 15
Unlikely 2	Low 2	Low 4	Medium 6	Medium 8	High 10
Rare 1	Low 1	Low 2	Low 3	Low 4	Medium 5

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10. Appendix 3 - Consequence Criteria

Risk Consequence Table

Consequence									
Level	Descriptor	Financial	Contractual & Legal	Reputation	Employee Welfare	Safety	Infrastructure	Service Interruption	Environmental
1	Insignificant	Negligible financial loss (<\$20,000); no material disruption to business	Isolated non-compliance breach; Dispute that can be resolved without legal remedy	No media / political attention; local complaints; no social media commentary	No impact on staff morale	Negligible injury, first aid treatment. No lost work time.	Negligible damage or loss to property or infrastructure	Interruption to a service with no noticeable impact to customers	Minor instances of environmental damage that could be reversed immediately
2	Minor	Minor financial loss (\$20,000-\$250,000); no material disruption to business; variation to budget can be managed within current financial year	Contained non-compliance or breach with short term significance; minor fines or penalties; may require involvement of legal firms	Localised community concern; some local media / political attention, unlikely adverse; minimal social media commentary, with no substance	Negligible impact on staff morale	Minor injury requiring short term medical intervention. Minimal or no lost work time.	Minor loss or localised cosmetic infrastructure damage	Minor interruption to a service with minimal impact to customers	Minor instances of environmental damage that could be reversed
3	Moderate	Significant financial loss (\$250,000-\$1M); moderate impact on program or business operations; impact on budget beyond current financial year	Material breach involving statutory authority or investigation; prosecution possible; may be directed to remedy breach; require involvement of legal firms	Public interest; potential for adverse local media or political attention; some social media commentary with substance	Short term significant impact on staff morale and performance	Moderate injury requiring hospitalisation. Lost work less than 3 Months.	Moderate loss / damage to infrastructure or building	Moderate interruption to service delivery, with customer impact up to 48 hours. May require partial implementation of Business Continuity Plan	Isolated but significant instance of environmental damage that might be reversed with intensive efforts
4	Major	Major financial loss (\$1M to \$3M); major impact on program or business operations; budget recovery over multiple financial years	Major breach with fines and litigation; long term significance; formal investigation from a third party; require involvement of legal firms	High levels of public interest; state-wide media attention; potential for long term effect on reputation of Council; significant social media commentary with substance	Long term significant impact on staff morale or performance	Major injury requiring extensive medical treatment lost work time greater than 3 months. Localised event, likely confined to one location: serious injuries or health scare.	Serious structural damage, loss of assets, likely less than \$3M	Major interruption to service delivery, with customer impact up to 7 days. Full or partial implementation of Business Continuity Plan	Severe loss of environmental amenity and a danger of continuing environmental damage
5	Catastrophic	Extensive financial loss (\$3M+); loss of program; budget recovery over multiple financial years	Deliberate breach or gross negligence; major fines and penalties; imprisonment of staff, class action; require involvement of legal firms	Extensive public outcry; potential national media attention; prolonged media / political attention; potential for irreparable damage to reputation with community and other agencies; widespread social media commentary with damning observations of substance	Long term impact on staff morale and organisational culture or performance	Catastrophic injury, permanent disablement or death. Widespread health or safety event throughout community; multiple serious injuries; fataly(ies); severe health crisis	Severe damage to multiple properties and infrastructure, likely in excess of \$3M	Major interruption to delivery of all services for a period in excess of 7 days. Full implementation of Council's Business Continuity Plan	Major widespread loss of environmental amenity and progressive irrecoverable environmental damage

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11. Appendix 4 - Likelihood Rating

Risk Likelihood Table

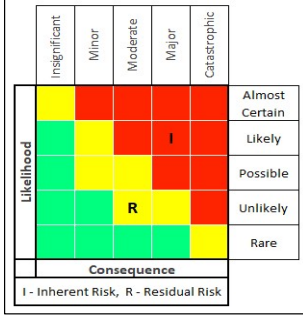
Likelihood			BAU	Initiatives
Level	Descriptor	Description	Occurrence/s per year	Per initiative
1	Rare	Only ever occurs under exceptional circumstances	1 time every 5 years	1 out of 50 initiative
2	Unlikely	Conceivable but not likely to occur under normal operations, no evidence of previous incidents	1 time per year	1 out of 10 initiative
3	Possible	Not generally expected to occur but may under specific circumstances	3 out of 12 months per year	1 out of 4 initiative
4	Likely	Will probably occur at some stage based on evidence of previous incidents	3 out of 6 months per year	1 out of 2 initiative
5	Almost Certain	Event expected to occur most times during normal operations	5 out of 6 months per year	2 out of 3 initiative

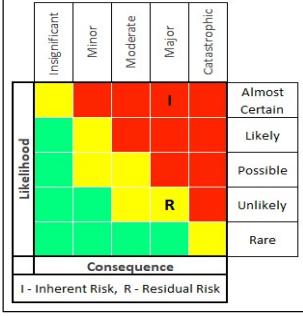




Strategic Risk Report **November 2023**

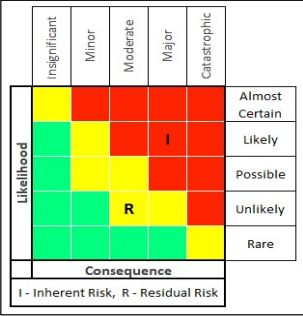
Strategic Risks			
Risk Title	Risk Owner	Inherent Risk Rating	Residual Risk Rating
SR1 - Failure to plan for a hotter and drier climate.	CEO	High	Medium
SR2 - Failure to plan for increased natural disasters (flood, fire, heatwave).	CEO	High	Medium
SR3 - Council's financial position affects its decision making to invest appropriately in the community.	GM - Corporate Services	High	Medium
SR4 - Unauthorised malicious access to computer systems or disclosure of sensitive data.	GM - Corporate Services	High	High
SR5 - Inability to meet the needs of a rapidly growing community.	GM - City Services	High	Medium
SR6 - The inability to attract and retain skilled and experienced employees.	GM - Corporate Services	High	Medium
SR7 - Failing to keep up with technological advances.	GM - Corporate Services	High	Medium

SR-1 Failure to plan for a hotter and drier climate.					
Risk Category: Environmental Impact, Reputation, Financial	Risk Owner: CEO - Sam Green Last Reviewed: November 2023 Next Review: February 2024				
Context:	Council must consider the coming hotter and drier climate in all of its planning activities.				
Executive Comments:	Development of the Urban Design Guidelines continues with the first draft to be presented to Council in the coming months. To enable planning for a hotter and drier climate we will need to understand where we can access data in the future to inform decision making.				
 <p>I - Inherent Risk, R - Residual Risk</p>	<table border="1"> <thead> <tr> <th>Causes</th><th>Consequences</th></tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> •Rapid growth •Lack of understanding and awareness of potential impacts •Climate not considered when planning future developments •Not planning for changed environmental conditions </td><td> <ul style="list-style-type: none"> •Impeded access for emergency services to respond to emergencies. •Increased operational costs (eg: electricity, irrigation) •Impact to community living standards •Damage to parks and Council owned buildings •Housing not suited to climate •Refitting of Council facilities and other infrastructure •Loss of industry •Injury to staff </td></tr> </tbody> </table>	Causes	Consequences	<ul style="list-style-type: none"> •Rapid growth •Lack of understanding and awareness of potential impacts •Climate not considered when planning future developments •Not planning for changed environmental conditions 	<ul style="list-style-type: none"> •Impeded access for emergency services to respond to emergencies. •Increased operational costs (eg: electricity, irrigation) •Impact to community living standards •Damage to parks and Council owned buildings •Housing not suited to climate •Refitting of Council facilities and other infrastructure •Loss of industry •Injury to staff
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Risk Controls					
<ul style="list-style-type: none"> •Climate Adaptation Plan •Tree Canopy Strategy •Urban Design Guidelines •Maintenance plans factor in increased costs due to climate change •Asset Management Policy and Procedure gives considerations to climate change impacts •Consideration of climate change impacts within Strategic Planning Framework (includes Annual Business Plan, 4 Year Delivery Plan, City Strategy and Long Term Financial Plan) •Undertaking climate research which will provide information to assist planning process •Selection of appropriate plants and turfs •Recycled water network •Stormwater Management Plans (Adams Creek and Helps Road Drain, Greater Edinburgh Parks and St Kilda, Smith Creek, Gawler River) •Advocacy with other tiers of Government 					

SR-2 Failure to plan for increased natural disasters (flood, fire and heatwave).					
Risk Category: Environmental Impact, Service Delivery, Financial	Risk Owner: CEO - Sam Green Last Reviewed: November 2023 Next Review: February 2024				
Context:	Climate change will see an increase in natural disasters and extreme weather.				
Executive Comments:	Our tractor slashing program is focussed on reducing grass loads in hills and plains prior to the fire danger season. Will need to consider respite facilities for community during prolonged heatwaves. Work on the Gawler River Stormwater Management Plan is progressing with Green Adelaide and the Stormwater Management Authority.				
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Risk Controls					
<ul style="list-style-type: none"> Stormwater Management Plans (Adams Creek and Helps Road Drain, Greater Edinburgh Parks and St Kilda, Smith Creek, Gawler River) Crisis Management Framework Community Emergency Management Plan Urban Design Guidelines Asset Management Policy and Procedure gives considerations to climate change impacts Consideration of climate change impacts within Strategic Planning Framework (includes Annual Business Plan, 4 Year Delivery Plan, City Strategy and Long Term Financial Plan) Council participates on the Gawler River Flood Management Authority Staff prioritising work on development in growth areas Rural tractor slashing program A dedicated Fire Prevention Officer is employed by Council 					

SR-3		Council's financial position affects its decision making to invest appropriately in the community.																																																									
Risk Category: Financial, Reputation		Risk Owner: GM Corporate Services - Sam Green	Last Reviewed: November 2023	Next Review: February 2024																																																							
Context:		As a growing Council the community need investment in new assets and services. Council need to be making a good decisions.																																																									
Executive Comments:		Budget review 1 saw an increase in Council's structural surplus position. Debt is as low as it has been in a long time and Council is in a strong financial position. Development of the Prudential Report which will support decision making for the Riverlea Social Infrastructure project is in progress.																																																									
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SR-4		Unauthorised malicious access to computer systems or disclosure of sensitive data.																																																									
Risk Category: Reputation, Financial		Risk Owner: GM Corporate Services - Sam Green	Last Reviewed: November 2023	Next Review: February 2024																																																							
Context:		Council holds personal data for staff, volunteers, contractors, clients and the community. Additionally, many of our critical functions rely on uninterrupted access to our computer systems.																																																									
Executive Comments:		As part of Cyber Security Month (October) the Phriendly Phishing program ran through the month. The organisation responded well which demonstrates the level of awareness around unauthorised malicious access is high and employees are displaying responsible behaviours around cyber security.																																																									
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Risk Controls																																																											
<ul style="list-style-type: none">•Critical system information and data is regularly backed up•Remote access requires two factor authentication•Email and web browser filtering and protections•Business Continuity Plan and ICT Disaster Recovery Plan•Cyber security insurance•Access request form must be completed for system access changes•Patches and upgrades applied as required•Network vulnerability assessments and penetration testing completed•Crowd Strike intrusion detection system•Cyber security training•Phrendly Phishing Program•Police checks completed for identified positions•ICT Acceptable Use Procedure•Software renewal program•ICT staff with appropriate knowledge, skills and experience•Adherence to Essential 8•Cloud first strategy																																																											

SR-5		Inability to meet the needs of a rapidly growing community.	
Risk Category: Service Delivery, Reputation		Risk Owner: GM City Assets - Tina Hudson	Last Reviewed: November 2023
		Next Review: February 2024	
Context:		As a growth Council there are significant challenges in providing the right infrastructure at the right time and the costs that are associated with it. We also need to consider how we extend existing services to new areas.	
Executive Comments:		Additional resources as a result of growth have been allocated in the past 12 months. We continue to work actively with the State and developers to negotiate better outcomes for the community and mitigate the risk with State Commission Assessment Panel approvals. Continue to operate an internal working group focussed on development of the city.	
 <p>I - Inherent Risk, R - Residual Risk</p>		Causes <ul style="list-style-type: none"> Investment required could be well beyond Council's capacity/appetite to borrow Limited services available in new areas Rapid growth and not adjusting service capacity to match Government making decisions which impact local infrastructure 	Consequences <ul style="list-style-type: none"> Infrastructure and service does not keep pace with community expectation Increased costs of future infrastructure needs Reputation damage
Risk Controls			
<ul style="list-style-type: none"> Strategic Planning Framework (includes Annual Business Plan, 4 Year Delivery Plan, City Strategy and Long Term Financial Plan) Finance Strategy Advocacy efforts with State and Federal Government Strategic Marketing Communications Plan Partnerships with neighbouring councils Infrastructure deeds in place Project Management Framework Education with community and Elected Members Membership of National Growth Areas Alliance Staff prioritising work on development in growth areas Ongoing monitoring of community sentiment through community surveys Growth model for allocating new resources Cross departmental collaborative work to monitor full range of city development activities Strong appetite for confirming resource requirements through business needs 			

SR-6		The inability to attract and retain skilled and experienced employees.																																																						
Risk Category: Service Delivery		Risk Owner: GM Corporate Services - Sam Green	Last Reviewed: November 2023	Next Review: February 2024																																																				
Context:		Labour market conditions are making it difficult to attract and retain staff with the right skills and experience.																																																						
Executive Comments:		Attracting and retaining skilled and experienced employees needs to remains a focus. Recent recruitment attracted good candidates and would suggest that Playford remains an employer of choice particularly based on the workplace culture. EA negotiations have commenced which is an opportunity to enhance our employee value proposition to support attraction and retention.																																																						
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Risk Controls <ul style="list-style-type: none">•Remuneration Policy and Procedure including market relativity•Pulse survey completed twice per year and report provided to senior management•Human resource partners work with managers on staff issues•Workforce planning including talent identification program ('People Day')•Employee value proposition (income protection, no forced redundancies, flexible work arrangements)•Work experience and cadet programs•Access to good training•Robust recruitment process•Training budget																																																								

SR-7		Failing to keep up with technological advances.																																																									
Risk Category: Service Delivery, Reputation, Financial		Risk Owner: GM Corporate Services - Sam Green	Last Reviewed: November 2023	Next Review: February 2024																																																							
Context:		New technologies (including AI) have the potential to change the way that we work, the services our customers want and the way in which we interact.																																																									
Executive Comments:		A new role focussing on information management has been approved to help us keep up with changes. Currently developing an ICT 4 year delivery plan which considers prioritising the technology in the highest risk areas.																																																									
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Risk Controls																																																											
<ul style="list-style-type: none">•Information Technology Strategy and Asset Management Plan•Regular reviews of systems architecture and software/hardware management•TNA in place to identify ICT training requirements for staff•Budget bid process which includes ICT requirements•Business Continuity Plan and ICT Disaster Recovery Plan																																																											

Risk Matrix

Consequence	Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	1	2	3	4	5
Almost Certain 5	Medium 5	High 10	High 15	High 20	High 25
Likely 4	Low 4	Medium 8	High 12	High 16	High 20
Possible 3	Low 3	Medium 6	Medium 9	High 12	High 15
Unlikely 2	Low 2	Low 4	Medium 6	Medium 8	High 10
Rare 1	Low 1	Low 2	Low 3	Low 4	Medium 5

Risk Likelihood Table

Likelihood			BAU	Initiatives
Level	Descriptor	Description	Occurrence/s per year	Per initiative
1	Rare	Only ever occurs under exceptional circumstances	1 time every 5 years	1 out of 50 initiative
2	Unlikely	Conceivable but not likely to occur under normal operations, no evidence of previous incidents	1 time per year	1 out of 10 initiative
3	Possible	Not generally expected to occur but may under specific circumstances	3 out of 12 months per year	1 out of 4 initiative
4	Likely	Will probably occur at some stage based on evidence of previous incidents	3 out of 6 months per year	1 out of 2 initiative
5	Almost Certain	Event expected to occur most times during normal operations	5 out of 6 months per year	2 out of 3 initiative

Risk Consequence Table

Consequence									
Level	Descriptor	Financial	Contractual & Legal	Reputation	Employee Welfare	Safety	Infrastructure	Service Interruption	Environmental
1	Insignificant	Negligible financial loss (<\$20,000); no material disruption to business	Isolated non-compliance breach; Dispute that can be resolved without legal remedy	No media / political attention; local complaints; no social media commentary	No impact on staff morale	Negligible injury, first aid treatment. No lost work time.	Negligible damage or loss to property or infrastructure	Interruption to a service with no noticeable impact to customers	Minor instances of environmental damage that could be reversed immediately
2	Minor	Minor financial loss (\$20,000-\$250,000); no material disruption to business; variation to budget can be managed within current financial year	Contained non-compliance or breach with short term significance; minor fines or penalties; may require involvement of legal firms	Localised community concern; some local media / political attention, unlikely adverse; minimal social media commentary, with no substance	Negligible impact on staff morale	Minor injury requiring short term medical intervention. Minimal or no lost work time.	Minor loss or localised cosmetic infrastructure damage	Minor interruption to a service with minimal impact to customers	Minor instances of environmental damage that could be reversed
3	Moderate	Significant financial loss (\$250,000-\$1M); moderate impact on program or business operations; impact on budget beyond current financial year	Material breach involving statutory authority or investigation; prosecution possible; may be directed to remedy breach; require involvement of legal firms	Public interest; potential for adverse local media or political attention; some social media commentary with substance	Short term significant impact on staff morale and performance	Moderate injury requiring hospitalisation. Lost work less than 3 Months.	Moderate loss / damage to infrastructure or building	Moderate interruption to service delivery, with customer impact up to 48 hours. May require partial implementation of Business Continuity Plan	Isolated but significant instance of environmental damage that might be reversed with intensive efforts
4	Major	Major financial loss (\$1M to \$3M); major impact on program or business operations; budget recovery over multiple financial years	Major breach with fines and litigation; long term significance; formal investigation from a third party; require involvement of legal firms	High levels of public interest; state-wide media attention; potential for long term effect on reputation of Council; significant social media commentary with substance	Long term significant impact on staff morale or performance	Major injury requiring extensive medical treatment lost work time greater than 3 months. Localised event, likely confined to one location: serious injuries or health scare.	Serious structural damage, loss of assets, likely less than \$3M	Major interruption to service delivery, with customer impact up to 7 days. Full or partial implementation of Business Continuity Plan	Severe loss of environmental amenity and a danger of continuing environmental damage
5	Catastrophic	Extensive financial loss (\$3M+); loss of program; budget recovery over multiple financial years	Deliberate breach or gross negligence; major fines and penalties; imprisonment of staff, class action; require involvement of legal firms	Extensive public outcry; potential national media attention; prolonged media / political attention; potential for irreparable damage to reputation with community and other agencies; widespread social media commentray with damning observations of substance	Long term impact on staff morale and organisational culture or performance	Catastrophic injury, permanent disablement or death. Widespread health or safety event throughout community; multiple serious injuries; fatality(ies); severe health crisis	Severe damage to multiple properties and infrastructure, likely in excess of \$3M	Major interruption to delivery of all services for a period in excess of 7 days. Full implementation of Council's Business Continuity Plan	Major widespread loss of environmental amenity and progressive irrecoverable environmental damage