

9.1 RISK MANAGEMENT WORK PLAN - RISK IDENTIFICATION

Contact Person: Mr Sam Green

Why is this matter confidential?

Subject to an order pursuant to Section 90 (3) (e) of the Local Government Act 1999, this matter is confidential because information contained in the attachments and possible discussion could give rise to security risks to the organisation.

A. COUNCIL/COMMITTEE TO MOVE MOTION TO GO INTO CONFIDENCE

No action – this motion passed in the open section.

B. THE BUSINESS MATTER

9.1 RISK MANAGEMENT WORK PLAN - RISK IDENTIFICATION

Responsible Executive Manager : Mr Sam Green

Report Author : Ms Evelyn Alevizos

Delegated Authority : Matters for Information.

Attachments :

1. Strategic Risks
2. Operational Risks
3. Major Projects (Organisational Priorities) 20/11/18

Purpose

To provide a progress report on the risk identification process following feedback from the Corporate Governance Committee ("Committee").

STAFF RECOMMENDATION

That the Committee notes the report.

Relevance to Strategic Plan

1: Smart Service Delivery Program

Outcome 1.1 High quality services and amenities

Outcome 1.2 Improved service delivery

Outcome 1.3 Working smarter with our community

Relevance to Public Consultation Policy

There is no requirement to consult with the public on this matter.

Background

The Risk Management Work Plan (2018-2020) (Plan) has been developed with a view to identifying and prioritising the activities that will enhance the risk management framework (aligned to ISO 31000:2018 Risk management - Guidelines, which provides principles, framework and a process for managing risk). At the meeting held on 2 October 2018, after reviewing the Plan, the Committee requested a further report be brought back to the Committee at the December 2018 meeting detailing the top 10 strategic and operational risks and the process being undertaken to identify organisational risks.

Current Situation

This report provides a progress update on the preliminary risks identified as well as the ongoing risk assessments for the organisations priorities and major projects.

The strategic and operational risks set out in this report do not represent the City of Playford's final strategic and operational risk profile and are submitted to the Committee as a work in progress for information and discussion purposes only.

Strategic Risks - Risk Identification

The list of Strategic Risks set out in Attachment 1, as identified by members of the Executive, is work in progress and is submitted to the Committee for information and discussion purposes only.

Strategic risks are those risks that affect or are created by the Council's decisions related to business strategy, strategic plan and objectives – they have the potential to materially affect the achievement of the Council's strategic objectives.

Each member of the Executive (CEO, Deputy CEO and General Managers) was requested to identify up to 10 key business risks from their perspective impacting the Council's ability to achieve its strategic objectives. Ideally, the types of risks sought were those that impact on the delivery of the Strategic Objectives / Organisational Priorities and "keep you awake at night".

As set out in the Plan that the Committee considered in October, the target date for the completion of the Strategic Risk Register was pushed back by 3 months (from 31/12/18 to 31/3/19). It is anticipated that this engagement will be completed by representatives from Local Government Risk Services (LGRS) (at no cost to the City of Playford) using the methodology developed by Risk & WHS and distributed to the Executive.

LGRS was established to manage and service the insurance and risk management needs of Local Government in South Australia. As Local Government develops in South Australia, LGRS is working with the sector to develop and implement proactive systems and processes for risk management, claims management and insurance risk transfer).

Risk 'themes' emerging to date from the preliminary information provided by the Executive include the following:

1. New / Investment Initiatives. Driverless bus, water management etc.
2. Innovation Risk.
3. Business Model. Investment initiatives in commercial ventures – Joint Ventures.
4. Financial. Failure to meet financial objectives of the organisation. Three year plan not achieved – no structural surplus.

5. Political. Changes in government legislation. Responding to State Government intervention in Local Government rating / delivery. (Rate Revenue Management). Legislative changes with associated funding implications are presenting significant uncertainty regarding ongoing viability of NDIS/Disability and Aged Care Services currently provided by City of Playford.
6. Compliance. Non-compliance with legislative or regulatory requirements.
7. Reputational Risk.
8. Safety. Death or serious injury.
9. People. Inability to attract and retain appropriately skilled workforce to meet future organisational requirements.
10. Asset Management. Investing adequately in asset renewal. Asset management improvements not realised. Investing adequately in asset renewal.
11. Data Security / Privacy Breach.
12. Crisis Management. Loss of assets and resources diverted to manage the event and recovery.

Operational Risks – Risk Identification

The list of Operational Risks set out in Attachment 2, as identified by Senior Managers, is work in progress and is submitted to the Committee for information and discussion purposes only.

Operational risks are those risks that affect the Council's ability to deliver its services, resulting from inadequate or failed internal resources, processes, people and systems, or from external events.

As part of facilitating the development of the City of Playford's Operational Risk Register (and Operational Risk Profile) using a 'top down' process, each Senior Manager was requested to identify: (a) up to 5 key business objectives for their department; and (b) up to 10 key business (operational) risks from their perspective impacting their department's ability to achieve its key business objectives. Ideally, the types of risks sought were those that impact on the delivery of Departmental Business Objectives / Organisational Priorities and "keep you awake at night".

Risk 'themes' emerging to date from the preliminary information provided by the Senior Managers include the following:

1. Financial (Rate Capping) reduced operating budgets to deliver services.
2. Funding – resourcing and capability to ensure Council does not miss opportunities.
3. Contractor management / hazards.
4. Non-compliance with legal obligations.
5. Reputational damage resulting in loss of community trust.
6. Fatality or serious injury of worker or member of the public.
7. Organisational change management.
8. Workforce planning; skills shortage; staff retention; managing an ageing workforce; and succession planning.
9. Outsourcing – loss of knowledge.

10. Technology (ICT) failure / Cyber threats & data security / Business continuity.

11. Changing nature of technology – ability to keep up with the high pace of change. Growth and resourcing of social media challenges.

12. Aging infrastructure.

Strategic and Operational Risks – Next Steps

Risk Assessment (set out below) by LGRS is scheduled to commence in January 2019 with a view to completion by 31 March 2019. It is anticipated that the outcome will be documented Strategic and Operational Risk Profiles (and Risk Registers) to record, communicate and validate risks at appropriate levels of the organisation.

Risk Assessment	Status	Scope	Actions (LGRS)
Risk Identification	Not started	Recognise and describe risks that might prevent the organisation achieving its objectives	<ul style="list-style-type: none"> Discuss list of risks with Senior Managers to clearly articulate risks Collate the risks (i.e. grouped and categorised together where it is considered the risks are similar) Consider the inherent risk rating
Risk Analysis	Not started	A detailed consideration of uncertainties, risk sources, consequences, likelihood, events, scenarios, controls and their effectiveness	<ul style="list-style-type: none"> Group consultation and discussion Consider: risk definition; risk descriptors; and risk sources Identify inherent risk rating (likelihood and consequence) Identify the risk controls in place Assess the strength of the risk controls (control effectiveness) Identify residual risk rating (likelihood and consequence)
Risk Evaluation	Not started	A comparison of the results of the risk analysis with the established risk criteria to determine where additional action is required	<ul style="list-style-type: none"> Group consultation and discussion Consider the Risk Appetite Review residual risk profile Where residual risks exceed Risk Appetite, identify risk treatment plans

Major Project Risks (Organisational Priorities)

The Major Projects Risk Report (as at 20th November 2018), as set out in Attachment 3, is submitted by the Strategy & Policy Team to the Executive monthly, and incorporates those risks identified and assessed by the Major Projects Team.

Project risks are those risks that affect the delivery of the project's objectives (the delivery of a project's defined scope to quality, on time and within budget). The report highlights risks relevant to the Organisational Priorities as follows:

- (1) **Open Residual Risks (This Month / Last Month).** No residual risks rated Extreme (this month or last month); and 16 residual risks rated High this month in comparison to 25 last month.

- (2) **Summary of Open Residual Risks (All Projects).** No residual risks rated Extreme; 16 residual risks rated High; 30 residual risks rated Medium; and 64 residual risks rated Low.
- (3) **Open Residual Risks By Project.** Residual risks are open for the following projects: Northern CBD; Smart Working Program; NDIS and My Aged Care Transition; and Health Precinct.
- (4) **Open Residual Risks By Category (All Projects).** There are open residual risks rated High for all risk categories except Environmental.
- (5) **Open Actions By Project.** There are 2 Overdue actions for the Northern CBD. Actions are Not Yet Due for Smart Working Program; NDIS and My Aged Care Transition and Health Precinct.
- (6) **All Project Residual Risks (Extreme or High).** The Major Projects Risk Register provides details of all residual risks rated High.

Future Action

Monitor progress against the Plan taking into consideration feedback from the Committee.

City of Playford – Strategic Risks

(as identified by members of the Executive Committee)

Strategic Risks	
CEO	<ul style="list-style-type: none"> • Data Security. • New initiatives risks – e.g. driverless bus, water management. • Reputational risks. • Investment initiatives in commercial ventures – JV's.
Strategic Projects & Assets	<ul style="list-style-type: none"> • Safety risk – death or serious injury. • Strategy Change – debt reduction plans are changed by new council – stop investing in 'good debt'. • Reputational risk – event misinterpreted by media resulting in damaging reputation. • Financial risk – three year plan not achieved – no structural surplus. • Innovation risk – Council looks to shutdown innovation ability. • Changes in government legislation. • Failed strategic projects. • Asset management improvements not realised. • Grant funding cut.
Strategy & Corporate	<ul style="list-style-type: none"> • Financial Management – Commitment to Long Term Financial Planning. Integration of Long Term Financial Planning into everyday decisions. Validation of assumptions. • Governance – Ensuring appropriate Governance processes particularly with large projects or high risk activities. • Reputation – Loss of trust in Council, particularly in current media environment around Local Government. • Asset Management – Investing adequately in asset renewal. • Environmental – Lack of adequate focus on environmental factors associated with decisions e.g. biodiversity. • Relationships – Maintaining positive working relationships with State / Federal Governments. • Service Alignment – Ensuring service delivery keeps pace with Community expectations. • Rate Revenue Management – Responding to State Government intervention in Local Government rating / delivery. • Workforce Planning – Adequate skills maintained within Organisation to deal with future needs. • ICT Environment – Keeping up with the rapidly changing world of technology.

City of Playford – Strategic Risks

(as identified by members of the Executive Committee)

	Strategic Risks
City Services	<ul style="list-style-type: none"> Service Delivery Risk. Legislative changes with associated funding implications are presenting significant uncertainty regarding ongoing viability of NDIS/Disability and Aged Care Services currently provided by City of Playford due to current employment tools (Award and EA) not well aligned to Social and Community Service delivery meaning that current structures cost prohibitive in a deregulated system.
	<ul style="list-style-type: none"> Workforce Risk. Inability to attract and retain appropriately skilled workforce to meet future organisational requirements.
	<ul style="list-style-type: none"> Change Readiness Risk. Current IR tools and policy and procedure limit responsiveness to change potentially restricting the organisations ability to respond appropriately to changes in the external environment.
	<ul style="list-style-type: none"> Technology (ICT) Risk. Given the increased reliance on online platforms ICT system outage and or hack could have significant impact on the organisations ability to operate / deliver services.
	<ul style="list-style-type: none"> Reputation Risk. Damage to the City of Playford's reputation could cause the organisation to lose customers, suppliers, key employees, service industry participants or standing within the business community and negatively impact the economic development prospects.
	<ul style="list-style-type: none"> Compliance Risk. Increased statutory and regulatory requirements indirectly increase exposure to an adverse event associated with non-compliance with legislative or regulatory requirements.
	<ul style="list-style-type: none"> Financial Sustainability Risk. Failure to meet financial objectives of the organisation.
	<ul style="list-style-type: none"> Environmental Risk – Natural events (floods and fires) have occurred in the past and are likely to occur in the future. These present a direct risk in the sense of loss of assets and indirect due to resources having to be diverted to manage the event and the subsequent recovery work.
	<ul style="list-style-type: none"> Data Security Risk/Privacy Breach. City of Playford systems hold significant amounts of information which could be at risk of public exposure should there be a data breach due to inadequate security environments and data management procedures.
	<ul style="list-style-type: none"> Organisational Policy and Procedure Management Risk. Decentralised management of policy and procedure present a risk to the organisation (lack of consistency in language, application, gaps, inadequate version control).

City of Playford – Operational Risks

(as identified by Senior Managers)

Department		Operational Risks
Strategic Projects & Assets	Asset Operations	<ul style="list-style-type: none"> Contractor management Aging workforce / lack of resources Contaminated water in catchments area Outsourcing – loss of knowledge Fire (Buildings, plant and equipment) Skilled field staff Financial (Rate Capping) reduced operating budgets to deliver services IT Failure / Systems Fuel Strike Grey Fleet lack of awareness
		<ul style="list-style-type: none"> Workforce Planning – Skills shortage, Managing an ageing workforce, succession planning Ability to deliver on Service Standards – due to Impact of Growth & development budget, community expectation Lack of detailed processes Records management (documents not registered in ECM) WHS Framework/System not effective Roles & Responsibilities unclear with regards to WHS across all levels Lack of monitoring of development and activities adjacent to the Gawler River (flooding risk)
	City Operations	<ul style="list-style-type: none"> Contract management Work site safety Management of leases and licenses Workforce planning Sporting Club Governance and Compliance Changes in legislation Budget management Design and specifications Aging infrastructure
		<ul style="list-style-type: none"> Contract Management Work Site Safety Management of financials for all Major Projects Workforce planning Negotiations for major developments Changes in legislation Budget Variation Management Design and Specifications Engagement of the Project Management Framework
	Capital Works & Assets	
	Major Projects	

City of Playford – Operational Risks

(as identified by Senior Managers)

Department		Operational Risks
Strategy & Corporate	Smart Working Program (SWP)	<ul style="list-style-type: none"> Delivery failure of an SWP project may create a negative perception and create resistance for any future projects falling under the Smart Service Delivery of the 2016-2020 strategic plan Other business improvement initiatives being reviewed or undertaken through separate parts of the business creates ambiguity of the SWP role and may impact the Smart Service Delivery pillar of the 2016-2020 strategic plan The non-completion of a digital roadmap may create a lack of coherence and synergy within systems, reduce quality and increase overall cost of all initiatives within the Smart Service Delivery pillar of the 2016-2020 strategic plan There is little understanding of complimentary initiatives being undertaken by Service Improvement. This may elicit decision making which is unsupportive towards current and future initiatives under the Smart Service Delivery pillar of the 2016-2020 strategic plan Lack of formal project management training, specifically around the connection of project benefits to project endorsement, may adversely impact the application of future endeavours to be carried out under the Smart Service Delivery pillar of the 2016-2020 strategic plan Current AWU (possibly ASU too) practices may curtail the realisation of current and future SWP benefits, adversely affecting the Smart Service Delivery pillar of the 2016-2020 strategic plan Current EBA agreements may curtail the realisation of current and future SWP benefits, adversely affecting the Smart Service Delivery pillar of the 2016-2020 strategic plan SWP has created a talent pool of experts in transformation projects. Short term contracts create employee uncertainty, which may have a knock-on effect on SWP's pivotal role in the Smart Service Delivery pillar of the 2016-2020 strategic plan
		<ul style="list-style-type: none"> Lack of policy and guideline documentation to enable effective financial management support and responsiveness to changes Finance strategy unclear within organisation System based issues regarding ERP and BI platforms – payroll/hr, MagiQ, Tech1 & Pathway Gaps in technical expertise in accounting for assets Inadequate policies to effectively satisfy compliance obligations e.g. FBT, GST Inadequate planning system for rating structures Long term financial plan scenario tool mis-statement Technical lodgements contain inaccuracies Inadequate financial internal controls Inadequate communication with Executive and Council
	Finance	<ul style="list-style-type: none"> Rate Capping – potential impact on 3 Year Delivery Plan and Annual Business Plan Rate Capping – Community engagement requirements Project Management Framework – Impact on team processes, skill development and resourcing – clarity on roles of teams Project Management Framework – Alignment to 3 Year Delivery Plan and Annual
	Strategy & Policy	

City of Playford – Operational Risks

(as identified by Senior Managers)

Department	Operational Risks
Corporate Services	Business Plan – getting ahead of the game
	<ul style="list-style-type: none"> Resources and skill to provide appropriate advice to organisation Political support and organisation direction on community engagement requirements and organisational capabilities Current Community Engagement Policy – Policy needs review, methodology stated may not meet community expectation – consistency across the organisation Funding – Resourcing and capability to ensure Council does not miss opportunities Meet legislative requirements for processes and advice Resourcing to respond to State/Federal Government – LGA – Directions Resourcing and capability to manage Growth of City
	<ul style="list-style-type: none"> Reputation impacted resulting in loss of community trust Reputational impacted resulting in loss of Elected Member trust in Administration Incorrect advice provided limited subject matter expert skills and decisions being made with a lack of delegations Organisation not meeting compliance and legal obligations resulting in increased public scrutiny Inability to produce corporate records to third party investigations or FOI requests Inability to maintain consistent procurement practice resulting in a lack of control in spends Not able to deliver services in the event of a business interruption or incident Retaining skilled and capable staff impacting on service delivery Identifying and managing contractor hazards to council's infrastructure or public safety Organisation not responding to legislative change Fatality or serious injury of worker or member of the public
	<ul style="list-style-type: none"> High Quality written policy and procedure Consultation of Policy and Procedure to the organisation Awareness training for Management group in policy and procedure Effective and consistent application of Policy Non-compliance to WHS legislative and external grant funding requirements Inaccessible workforce planning data Inability to currently access easily workforce planning data easily Risk to future decision making for skills required for both current and future work Integrity of employee data this includes on-boarding, cross boarding, PEA data, exit interview data, mandatory and non-mandatory training, talent management data Risk of inconsistency in the data due to the HR and Payroll system structures not being currently aligned

City of Playford – Operational Risks

(as identified by Senior Managers)

	Department	Operational Risks
City Services	Service Improvement	<ul style="list-style-type: none"> • Cyber security - maintaining a safe and secure data environment • Effective controls – maintaining effective controls across the business • Policy currency – ensuring policies remain relevant and are up to date • Changing nature of technology environment – Ability to keep up with the high pace of change • Poor interpretation of available data for decision making – Ensuring data is used with clear intentions and controls • Technical competency – Ability to retain, train and optimise staff technical competency (org wide) • Community expectations – Increase in expectations from community for availability of real time information and technical problem solving • Smart city digital infrastructure – A new service profile not yet supported or planned for • Data storage conventions – managing information in transparent and accessible ways • Major systems change capability – Capability risk to make major change without high impact change to operations and budget
		<ul style="list-style-type: none"> • Stretton Centre relies on collaborating with a broad range of stakeholders to facilitate outcomes. Reputational impacts may deter stakeholders from engaging with the Stretton Centre • Media Policy also restricts interaction with media and rising Stretton Centre profile/ acknowledging stakeholder participation in supporting local job creation. Media opportunities have been missed • General/ common business issues: not having the right people/ skills; key staff leaving organisation • Unindented impacts of Council policies on culture i.e. organisation becomes less commercially and outcome focused • Reputational. Potential inadequate response times from CoP business units re information that is needed to facilitate investment (which currently hasn't been the case) • Impacts on Stretton's brand and perception of not taking a regional approach. Stretton has its own brand and identify so as to set it apart from normal government type activities • Other operational risks are internal e.g. when funding agreement with the Commonwealth Government concludes for the Stretton Centre re having a CoP library presence and the potential to sell the Stretton Centre building
	Stretton Centre	
	Health, Environment & Regulatory Service	<ul style="list-style-type: none"> • Balancing Strategic project requirements with BAU requirements • Workforce issues - recruitment/retention • Cost shifting, increasing service levels • Funding source changes (e.g. Dept. Health, NRM) • Cost pressures – e.g. Waste • Legislative change/review
	Customer Care, Libraries & Civic Venues	Customer Contact <ul style="list-style-type: none"> • Maintaining strong service levels and consistency with significant change / digital disruption

City of Playford – Operational Risks

(as identified by Senior Managers)

Department	Operational Risks
Community Services	<ul style="list-style-type: none">Ensuring technology improves the customer experiencePolitical risk of change and encouraging customers to digital transactionsManaging a large number of customer channels. Moving from just phone/emailBusiness continuity proceduresMaintaining accurate information across all 38 teams within Council for customers, plus all the new Project and infrastructure change in PlayfordReporting of Plaza issues coming through CC – knives, syringes, drive onto PlazaSecurity not on site at all times during peak period of cash (rates and dogs) at Civic Centre?
	Libraries <ul style="list-style-type: none">General poor Youth Behaviours at Stretton Centre- risk to public and staffStretton Centre shelving- unreliableState Government funding cuts to Library Service funding - risk?Drug and Alcohol affected clienteleCar Parking and public safety for people movement when CBD Construction underwayWandering Youth at school time- around Stretton CentreChild Safe Environment and devices accessing information/images - free WIFILack of Accessible Car Parking at Stretton Centre
	Theatre <ul style="list-style-type: none">Shedley Ceiling space - Building structural reports, SOP's and moving this forward in a timely manner for operationsAgeing infrastructure in Shedley Theatre - staging, back of house areas, and TheatreCasualised workforce and business continuity with a small teamNew competitors coming into market (Hotel and Ice Arena) and having a cost neutral business model for function spaceClosing the café when a new outside Retail Tenancy is securedTheatre technicians working by themselvesSOP's needing to be in place for Theatre asap
	<ul style="list-style-type: none">Changes to legislation and funding meaning programs unable to be delivered leaving significant gap in services for the community – financial, legal and reputationalVehicle accidents – financial, safety and service delivery impactedCommunity expectations – reputational risksBudget management/decisions for Community Services meaning current services cannot be delivered and / or delivered to appropriate standardsInability to retain and/or recruit appropriately skilled workforce in particular in the reform environmentAbility to be able to deliver projects – reliant on capital works e.g. Grenville and PrecinctMaintain service level and customer satisfaction throughout the Grenville

City of Playford – Operational Risks

(as identified by Senior Managers)

Department		Operational Risks
Executive		relocation project
		<ul style="list-style-type: none"> Safety and wellbeing for staff, volunteers, participants and contractors – working remotely and out in community
		<ul style="list-style-type: none"> Inability to meet project milestones for grant funded programs impacting abilities to attract future grant funded programs
		<ul style="list-style-type: none"> Collaborative partnership management impacting project/service delivery
	Development Services	<ul style="list-style-type: none"> State Government cost shifting through legislative change with no supporting funding and a rate capping environment
		<ul style="list-style-type: none"> Lone worker / safety procedures / risk of dangerous or aggressive community members
		<ul style="list-style-type: none"> Difficulty in attracting top talent due to narrow pay structures and proximity to CBD / South
		<ul style="list-style-type: none"> Legislative change undertaken in piecemeal approach with varying levels of Council engagement and control
		<ul style="list-style-type: none"> Workforce planning in a changing legislative environment potentially requiring flexibility in workforce skill sets
		<ul style="list-style-type: none"> All development assessment work currently undertaken online. System failure would stall development approvals
		<ul style="list-style-type: none"> Failure to secure funding for regional infrastructure in development areas
	Marketing, Communications & the Arts	<ul style="list-style-type: none"> Significant negative and forensic focus on Councils in media in light of rate capping and Onkaparinga
		<ul style="list-style-type: none"> All parts of the business work to own agendas – no “one single point of truth”
		<ul style="list-style-type: none"> Community expectations – reputational risks
		<ul style="list-style-type: none"> Budget management/decisions for Marketing, Communications and The Arts meaning current services cannot be delivered and / or delivered to appropriate standards
		<ul style="list-style-type: none"> Inability to retain and/or recruit appropriately skilled workforce in particular in the reform environment
		<ul style="list-style-type: none"> The successful grant for creative industries may impact staff and NSS deliverables
		<ul style="list-style-type: none"> Growth and resourcing of social media challenges
		<ul style="list-style-type: none"> Internal stakeholders do not embrace / resist Communications Action Group
		<ul style="list-style-type: none"> Lack of budget for signage rollout
		<ul style="list-style-type: none"> CBD building activity impacts promotion of the CBD for events and attractions
	Executive Projects	<ul style="list-style-type: none"> Dependencies on external partners to deliver their part in projects
		<ul style="list-style-type: none"> Internal dependencies on other teams and roles e.g. smart city initiatives require specialised technical knowledge that 1-2 people have in ICT
		<ul style="list-style-type: none"> Limited resources to be able to deliver within my own area and stay flexible and agile
		<ul style="list-style-type: none"> Literacy and understanding of smart city across the organisation
		<ul style="list-style-type: none"> Not having team resources available for business continuity if one of the current two (and one vacant role) team members exit the team/organisation

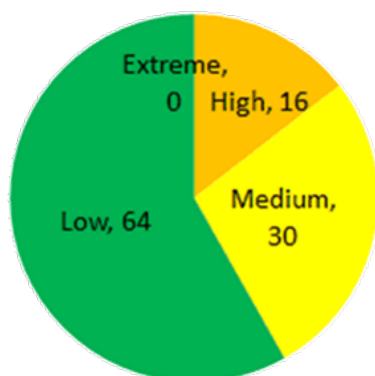
City of Playford - Organisational Priorities (as at 20/11/18)

(as identified by the Major Projects Team)

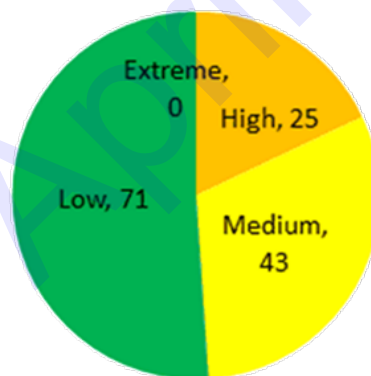


1. NORTHERN CBD STAGE 1
2. SMART WORKING PROGRAM
3. NDIS & MY AGED CARE TRANSITION
4. CLARITY ON 'SMART CITY, CONNECTED COMMUNITY'
5. HEALTH PRECINCT INVESTMENT ATTRACTION
6. RATE CAPPING - BENCHMARKING
7. FEDERAL & STATE GOVERNMENT ELECTIONS
8. CITY IDENTITY/PRECINCT & USER ACTIVATION

Open Residual Risks - This Month



Open Residual Risks - Last Month

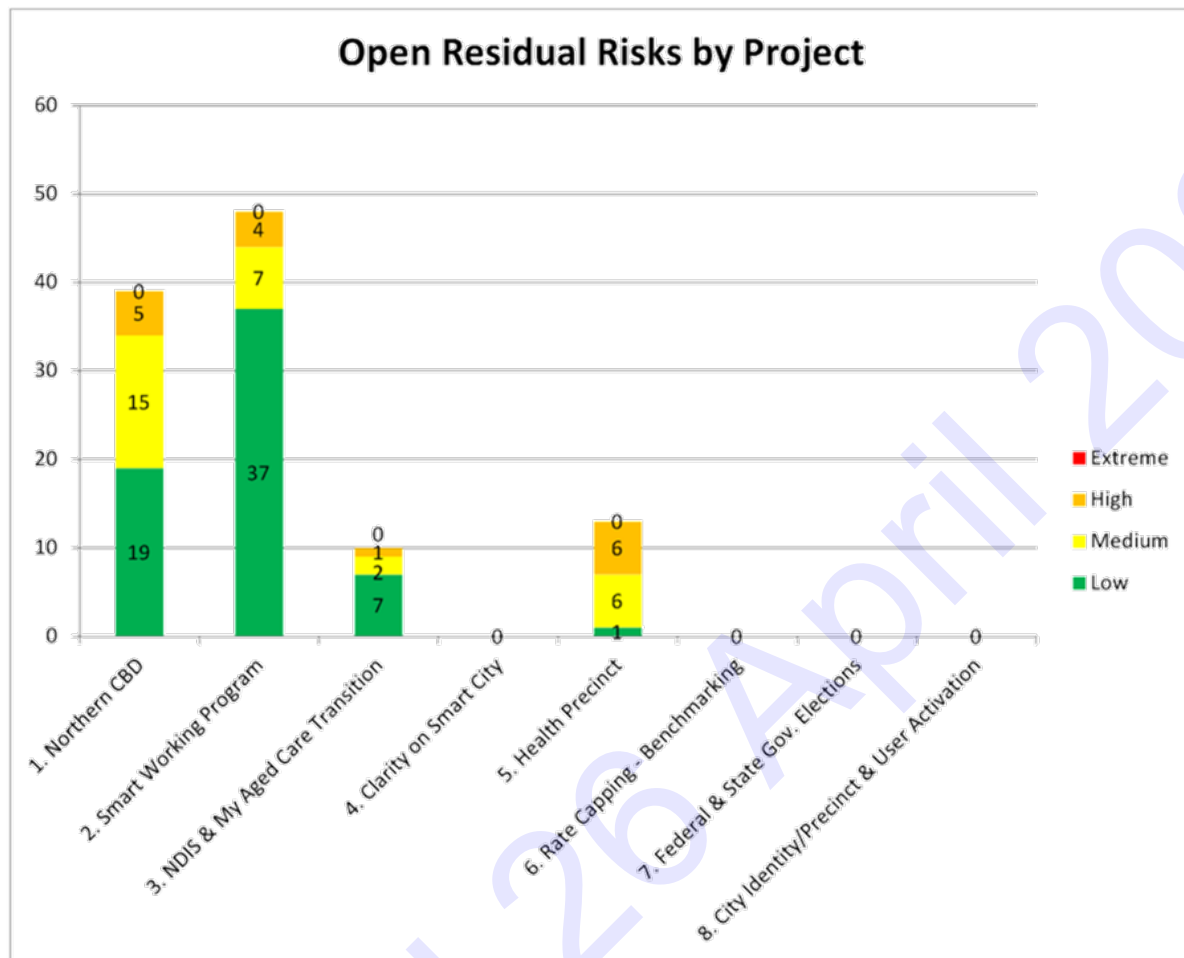


Summary of Open Residual Risks – Organisation Priority Projects

	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	0	0	0	0	0
Likely	1	1	2	0	0
Possible	1	20	9	0	0
Unlikely	13	39	9	3	1
Rare	4	5	2	0	0

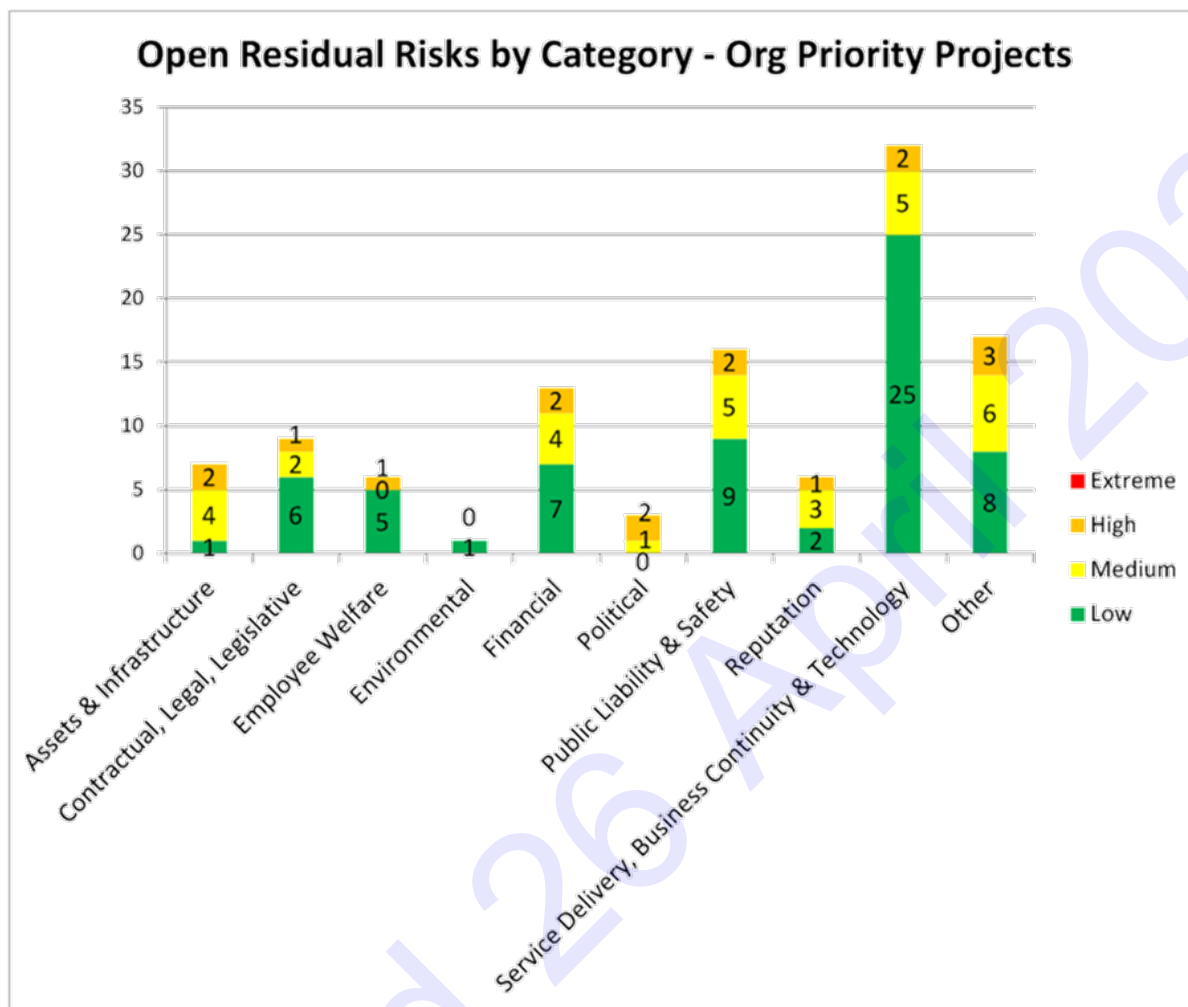
City of Playford - Organisational Priorities (as at 20/11/18)

(as identified by the Major Projects Team)



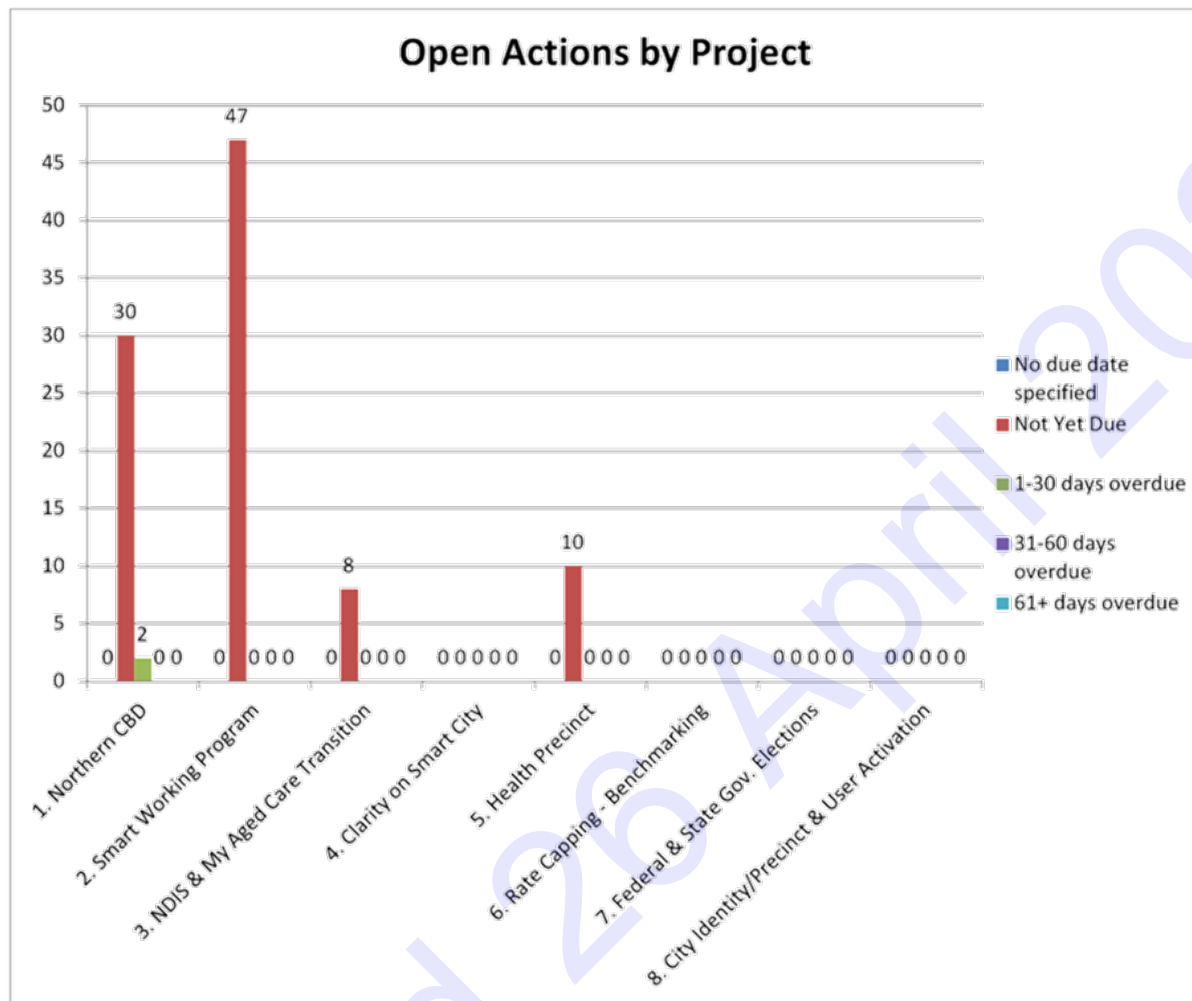
City of Playford - Organisational Priorities (as at 20/11/18)

(as identified by the Major Projects Team)



City of Playford - Organisational Priorities (as at 20/11/18)

(as identified by the Major Projects Team)



City of Playford - Organisational Priorities (as at 20/11/18)
(as identified by the Major Projects Team)

Project	Sub-Project	Risk Category/ Theme	Risk	Inherent Risk Rating	Existing Controls	Residual Risk Rating	Treatment Strategy	New Controls/Actions	Action Responsibility	Action Due Date	Comments
NDIS & My Aged Care Transition	NDIS & My Aged Care Transition	Political	There is a risk that the Mayor and Elected Members will not be supportive of the project.	HIGH	Communication plan to be established and implemented.	HIGH	Mitigate	Provide regular updates to the Chamber	Karen Fullagar	30/06/2019	Council report provided 11 July September and November 2017. Continue to provide regular updates to Chamber.
Health Precinct	Health Precinct	Assets/ Infrastructure	There is a risk that scheduled works in the asset management plan (renewals) will not be aligned with the future streetscape project within the LMH Precinct.	HIGH	Included in project plan. Representative from Asset Management Team in working party.	HIGH	Mitigate	Liase with Asset Management Team during design phase.	Edi Bergamin	1/01/2020	13/12/17 - Streetscape component is currently on hold. Asset renewals may need to proceed.
Health Precinct	Health Precinct	Assets/ Infrastructure	There is a risk of lack of car parking in the precinct to cater for present and future needs and the existing community. ACH will contribute to parking issues as well as LMH extension.	HIGH	ACH will provide its own parking on the Healthia site but in the interim have provided carparking on the existing at grade carpark located on Mark Rd. ARRB have recommended a carparking management strategy to address on street carparking. Traffic plan for precinct has been completed.	HIGH	Mitigate	Incorporate traffic report recommendations in MasterPlan review. Executive decision required on key traffic report recommendations. Bi-annual parking survey required of on and off street parking areas. Complete parking sensor trial - Oct/Nov 2018 Meet regularly with ACH and SA Health regarding parking shortfall during building works.	Paul Johnson	31-Dec-18	
Health Precinct	Health Precinct	Reputation	There is a risk that Council will not fund the upgrade of streetscapes and the current streetscapes are not in very good condition and will not be attractive for potential investment.	HIGH	Council budget submission. Application for external funding arrangements. - unsuccessful. Precinct is a priority in the Strategic Plan. Executive decision - delay funding for capital works for 3 years as per 3 YR business Plan	HIGH	Accept			On Going	Aug-18 : Executive Risk Appetite assessment completed. 09/01/18 - Detailed design and capital works funding has been delayed as per 3 year Council business plan.
Health Precinct	Health Precinct	Financial	There is a risk of being unable to attract private investment for private hospital or research facilities in the precinct.	EXTREME	Economic Development Manager has had formal meetings with private hospital management.	HIGH	Mitigate	Prepare investment prospectus GM to contact CEOs of private hospitals.	Strategy & Policy James Pollock	31/12/2018	Prospectus due by October from Deloitte. GM is having ongoing discussions with Private hospitals

City of Playford - Organisational Priorities (as at 20/11/18)
(as identified by the Major Projects Team)

Project	Sub-Project	Risk Category/ Theme	Risk	Inherent Risk Rating	Existing Controls	Residual Risk Rating	Treatment Strategy	New Controls/Actions	Action Responsibility	Action Due Date	Comments
Health Precinct	Health Precinct	Other	There is a risk that the hospital does not have a long term plan extending beyond the next election cycle.	HIGH	Political advocacy. Continued liaison with senior management of hospital and involvement in the design workshops during the concept design phase	HIGH	Accept			30/06/2019	Aug-18 : Executive Risk Appetite assessment completed. Continue to maintain communication with LMH Executive Outside Council control - ongoing issue
Health Precinct	Health Precinct	Political	There is a risk that this project is not a high priority for executive and contradicts elected member and public priority for this project.	HIGH	Regular project updates to executive.	HIGH	Accept			On Going	Aug-18 : Executive Risk Appetite assessment completed. General Manager, as project sponsor will manage this risk
Northern CBD	Car Park	Financial	Land sales do not occur	HIGH	Potential developments are being pursued on all allotments.	HIGH	Mitigate	Continue negotiations and lobbying. Lot 5 sold (conditionally), Lot 6 in final negotiation, Lot 8 promising early discussion, Lot 1 promising discussion for hotel, Lots 2-4 redevelopment of Grenville seeking partners, Lots 9 & 10 early interest, Lot 12 Playford Arena. Lot 10 retail tenancies by Council.	James Pollock	31-Dec-18	
Northern CBD	New Grenville Centre	Service Delivery	Access requirements post construction (parking, deliveries etc.)	HIGH	Boundary realignment for Lot 9 to allow bus parking. Include drop off point and allowance for gopher parking and charging in design.	HIGH	Mitigate	Incorporate access requirements in design.	Rino	31/12/2018	Access and DDA requirements will be built into the design as per Australian Standards. This is being dealt with as part of the Detailed Design phase.
Northern CBD	New Grenville Centre	Service Delivery	Access to the Civic Centre during construction.	HIGH	Obtain site footprint requirement information during construction tender phase.	HIGH	Mitigate	Project team to review site requirements once tender is finalised.	Rino	31/11/2019	Fire safety access will remain available to the Civic Centre. This requirement will be incorporated into the construction tender process.
Smart Working Program	Field Staff Mobility	Employee Welfare	Field Staff have a perception that they are not trusted by Management, with a view they are being micromanaged, resulting in lack of trust and resistance to the project	HIGH	Transition Management Plan has been adopted for SWP and developed for each project. Communication to teams is occurring on a regular basis. Field Staff have been involved in Risk Workshops and Value Stream Mapping exercises.	HIGH	Mitigate	Ongoing transparent communication to teams at monthly and quarterly meetings on purpose of the project. Communication at WRCC - data will be used to create efficiencies and KPIs	Christie Russell	31/12/2019	

City of Playford - Organisational Priorities (as at 20/11/18)
(as identified by the Major Projects Team)

Project	Sub-Project	Risk Category/ Theme	Risk	Inherent Risk Rating	Existing Controls	Residual Risk Rating	Treatment Strategy	New Controls/Actions	Action Responsibility	Action Due Date	Comments
Smart Working Program	Field Staff Mobility	Service Delivery (Includes Technology)	Lack of or no documented process or procedures for digital field staff mobility	HIGH	Project Plan contains effort for Work Instructions to be developed for the FSM project	HIGH	Mitigate	As per existing control. Work Instructions to be developed for FSM project by the BA team in accordance with Project Timeframes. Tracy Adams to work with Anika to establish relevant framework to be consistent with organisational work instructions.	Tracy Adams	31/12/2019	
Smart Working Program	Field Staff Mobility	Service Delivery (Includes Technology)	OPERATIONAL Risk that knowledge is lost when staff leave the organisation, particularly when processes are not documented	HIGH	Managers have documented procedures for processes, however this is not a consistent approach across the business unit.	HIGH	Mitigate	Suitable Handover for staff leaving positions or organisation. Part of this project will ensure that Work Instructions for processes are developed.	Asset Operations Managers City Operations Managers	31/12/2019	
Smart Working Program	Field Staff Mobility	Contractual/Legal	Risk that if the organisation move away from a timesheet there will be no way for Managers to track employees potentially falsifying or inaccurately recording hours worked.	HIGH	Currently hours worked are recorded on a manual timesheet and can be referenced by the Manager if required.	HIGH	Mitigate	Legal Advice being sought for timesheet legal requirements. Presentation to be prepared on legal advice received and proposed recommendation to move away from completing a timesheet. Potential Issues outlined in legal advice to be responded to in presentation.	Christie Russell	31/12/2018	Pending - Key stakeholder engagement occurring before decision being taken to Executive.
Northern CBD	Other Developments	Public Safety	General Wayfinding for pedestrians	HIGH	Nil	HIGH		Temporary wayfinding to be implemented to direct pedestrians as per construction wayfinding plan.	Fred Pinxteren	TBA	
Northern CBD	Other Developments	Public Safety	Illegal Vehicle Movements	HIGH	Bollards to be implemented	HIGH		Fred to discuss hotel design with Andy Slager	Fred Pinxteren	20/11/2019	

C. COUNCIL/COMMITTEE TO DECIDE HOW LONG ITEM 9.1 IS TO BE KEPT IN CONFIDENCE**Purpose**

To resolve how long agenda item 9.1 is to be kept confidential.

STAFF RECOMMENDATION

Pursuant to Section 90(2) and Section 91(7) of the Local Government Act 1999, the Committee orders that the following aspects of Item 9.1 be kept confidential in accordance with Committee reasons to deal with this item in confidence pursuant to Section 90 (3) (e) of the Local Government Act 1999:

- Report for Item 9.1
- Attachment(s) for Item 9.1

This order shall operate until the next scheduled annual review of confidential items by Council at which time this order will be reviewed and determined in accordance with Section 91(9)(a) of the Local Government Act 1999.