2024 Update Risk Register

Risk #	Risk area	Risk details	Subordinate risks	Inherent Risk	Key Controls	Responsibility	Residual Risk
1	**Financial Sustainability**	Council financial settings are not sustainable in the long term.	Council discretionary expenditure is not sustainable.	**Extreme**	Development and implementation of the Annual Business Plan & Budget with Associate Directors and Managers, considering trends, what is required and service levels. The BP&B is presented to Audit & Risk Committee and Council annual and seek Council endorsement.	Manager Finance & Procurement	**High**
			Significant increase in costs of asset renewals in cpaital delivery program, including impacts from increasing supplier costs and inflation.		Monitor and update the LTFP and seek Council endorsement as required to ensure long term financial implications are managed	Manager Finance & Procurement	
			Increasing debt outside of debt liability ranges and prudential liability cap.		Deliver Asset Renewals in line with Council approved Asset Management Plans to ensure we are managing our assets in a financially sustainable manner	Associate Director Infrastructure	
			Inadequate financial resources to delivery on strategic plan objectives and initiatives, and deliver services aligned with community needs and expectations.		Revise the Asset Management Plans by June 2024	Associate Director Infrastructure	
					Maintain an average asset sustainability ratio that meets 90-110% across a 5-year period ensuring risk-based decision-making and attention to high priority assets.	Associate Director Infrastructure	
					Periodically review the Rating System to ensure optimum outcomes.	Manager Finance & Procurement	
					Financial indicators are in line with annual targets (as outlined in the Long-Term Financial Plan) with a focus on Asset Renewal Funding Ratio between 90% - 110%	Manager Finance & Procurement Associate Director Infrastructure	
					Grow the share of non-rates based revenue	Manager Finance & Procurement	
					Manage the governance arrangement for the Future Fund	Manager Finance & Procurement	
					Procurement is conducted in line with relevant Council policies and supports Council's Climate, Diversity, Reconciliation, Workforce and 'Buy Local' strategies and targets	Manager Finance & Procurement	
					Review the Procurement Policy and Guidelines to support circular economy, climate resilience, Aboriginal and Torres Strait Islander employment and local sourcing by 2024	Manager Finance & Procurement	
					Increase the use of social enterprises and Aboriginal Torres Strait Islander owner businesses through City of Adelaide procurement	Manager Finance & Procurement	
					Determine future funding requirements for community assets such as Torrens Weir enhancement and replacement / strengthening of Adelaide Bridge	Manager Finance & Procurement	
					Deliver conservation management plans for heritage assets by 2025/26	Associate Director Infrastructure	
					Deliver the Adelaide Parks Lands Management Strategy in 2024/25	Associate Director Park Lands, Policy & Sustainability	
					Facilitate the delivery of 50 dwellings annually through adaptive reuse of underutilised buildings	Associate Director Park Lands, Policy & Sustainability	
					Increase the number of dwellings in our city from 14,660 (2021) to 17,780 by 2026 and 22,770 by 2033	Associate Director Park Lands, Policy & Sustainability	
					Increase the use of the City of Adelaide or State Government incentive schemes or grants to increase diversity in housing, public realm, sustainability and community facilities in line with Council's Housing Strategy	Associate Director Park Lands, Policy & Sustainability	
					Attract investment to deliver 600 affordable rental properties by 2028 in line with Council's Housing Strategy	Associate Director Park Lands, Policy & Sustainability	
					Develop a Social Infrastructure Policy by 2024 to support our current and emerging community needs	Associate Director Park Lands, Policy & Sustainability	
					Develop the City Plan by 2024	Associate Director Park Lands, Policy & Sustainability	
					Develop a City of Adelaide Economic Development Strategy by 2024 to drive growth	Associate Director Park Lands, Policy & Sustainability	
					Review the Strategic Property Action Plan by 2024/25 to manage opportunities including car parks and other commercial assets for our community	Associate Director Strategic Property	
					Develop sales and tenancy targets associated with City of Adelaide housing developments	Associate Director Strategic Property	
					Strategic and Capital projects are delivered on time and on budget	Associate Director Infrastructure	
					Complete a review and embed a revised the Strategic Planning Framework by 2024	Manager Strategy, Insights & Performance	
					Develop baseline data for relevant measures in the Strategic Plan by 2024	Manager Strategy, Insights & Performance	
2	**Cyber Security**	Cyber Security vulnerability exposes the CoA to data breaches and system compromises, risking sensitive information and operational disruption.	Cyber-attach resulting in large scale service outage, unauthorised disclosure of confidential information, and financial loss	**Extreme**	Ensure daily BAU activities are performed.	Manager Information Management	**High**
			Lack of cyber security measures, training and awareness and proactive cyber security management performed by staff		Report to SRIA every 6 months on cyber security for discussion on risk exposure and controls	Manager Information Management	
			Uncertainity in assessing vulnerabilities and evolving sophistication of cyber threat landscape.		Ensure insurance cover is in place annually from LGAAMF to provide cover for cyber security	Manager Governance	
					Organise an external consultant to perform PCI-DSS Compliance audits and Penetration Testing to ensure controls are in place regarding software and hardware for processing payment cards which is managed through the internal audit function.	Manager Governance	
3	**Assets and Infrastructure Risks**	Ineffective asset and infrastructure planning, systems, and programs are insufficient funding available.	Veracity of asset management plans, including ineffective asset life cycle planning, estimation and decision-making frameworks and processes.	**High**	Deliver Asset Renewals in line with Council approved Asset Management Plans to ensure we are managing our assets in a financially sustainable manner	Associate Director Infrastructure	**Moderate**
			Project delivery challenges, including supply chain risk, lack of skilled personnel and resources to deliver on program.		Monitor and update the Asset Management Plans as required to maintain service standards and to minimise performance risk	Associate Director Infrastructure	
			Under-investment of asset renewal program and increase in deterioration of assets including from climate change, resulting in an increase in asset renewal and shorter asset cycle and costs of upgrading/betterment when repairing assets.		Ensure that staff follow the project management framework for all projects, delivered by the Council, ensuring renewal, major, new and upgrade projects follow a 3-year cycle across Plan, Design and Construction.	Associate Director Infrastructure	
					Continue weekly *Change Triage Group (CTG)* sessions to recommend and govern changes to project scopes, schedules and cost where required.	Associate Director Infrastructure	
			Lack of effective formal decision-making framework, resulting in asset owners and key decision makers unable to make informed decisions that balance cost, risk and performance.		Continue weekly *Project Control Group (PCG)* sessions to authorise project changes through management, including options review and 'best' delivery approaches.	Associate Director Infrastructure	
					Centralise Project Management Office to assist with the priorisation and delivery of projects via the Capital Works-Risk dashboard.	Manager Strategy, Insights & Performance	
					Commence the design of the Hindley Street Upgrade project by 2023/24 - 2024/25	Associate Director Infrastructure	

#	Risk	Description	Causes	Rating	Actions	Responsible Officer	Residual
					Commence the design of the Gouger Street Upgrade project by 2023/24	Associate Director Infrastructure	
					Commence the design of the O'Connell Street Upgrade project by 2024/25	Associate Director Infrastructure	
					Commence the design of the Hutt Street Upgrade project by 2024/25	Associate Director Infrastructure	
					Commence the design of the Melbourne Street Upgrade project by 2025/26	Associate Director Infrastructure	
					Develop and implement an Integrated Transport Strategy and establish associated targets by 2024/25 that aligns to the South Australian Road Safety Strategy by 2031	Associate Director Infrastructure	
4	Business Resilience	The risk of disruptions to essential services and operations due to unforeseen events, threatening the CoA's ability to safeguard its personnel, assets, maintain service continuity and meet community needs.	Inability to prepare, respond to, and promote resilience in the community in the event of an emergency (i.e. pandemic, earthquake, flood, extreme heat, terrorism).	High	Facilitate the Emergency Management Steering Committee who meets bi-monthly to provide oversight on emergency management function.	Manager Governance	Moderate
			Failure to respond effectively to community needs during a disaster resulting in serious injury or harm to staff and the publci, resulting in suspension of CoA operations and reputational damages.		Review the Business Continuity Plan annually with relevant Associate Directors and Managers to ensure all critical functions are documented annually and conduct a BCP exercise.	Manager Governance	
					Maintain Emergency Management Steering Committee and trained council commanders.	Manager Governance	
			Essential and key Council operations are unable to be performed as a result of a natural disaster, cyber security incident, hardware or IT system failure, or other catastrophic event.		Attend and participate in the Eastern Adelaide Zone Emergency Management ZONE Committee meetings, representing City of Adelaide every quarter.	Manager Governance	
					Ensure Council Commanders are in place to manage any types of emergencies.	Manager Governance	
			Ineffective planning and execution of Council plans to ensure the continuity of business operations and IT systems in the event of a disaster.		Ensure that Council maintain a current Disaster Recovery Plan	Manager Information Management	
					Perform cyber security audits when required (i.e. annual PCI-DSS performed, or when there is a change in a software or need to test).	Manager Information Management	
					Review Emergency Management Plans and response by 2025	Manager Governance	
5	Climate Change Adaption & Vulnerability	Impact of changing climate conditions and an increase in extreme weather events presents a risk to Council, community, infrastructure and natural environment.	Impacts of decarbonising and transitioning to a low carbon economy, including enhanced and new mandates and regulations, litigations exposure, increased cost of electricity.	Extreme	Keeping informed of up-to-date science and adaptation knowledge, through IPCC, National & State Government, CSIRO, BOM and LGA updates, as well as partnerships with Universities, and participating in regional climate change adptation partnerships (e.g. Resilient East) and Cities Power Partnerships.	Associate Director Park Lands, Policy & Sustainability	High
			Inability to adequately prepare for impacts from extreme weather events, including increased and prolonged heatwaves, increased flooding and urban heat island effects.		Continue membership of Resilient East Regional Adaptation Partnership Stering Group that meets quarterly.	Associate Director Park Lands, Policy & Sustainability	
			Ineffective planning for the impact of changing climate conditions that pose a threat to Council infrastructure, assets, waster management and the natural environment, including consideration of future legislative changes.		Implementation of the Resilient East Regional Adaptation Action Plan	Associate Director Park Lands, Policy & Sustainability	
					Deliver on the targets in the new City of Adelaide Integrated Climate Strategy	Associate Director Park Lands, Policy & Sustainability	
					Develop a Sustainability Governance and reporting Framework by 2025 and capture and share data and learnings.	Associate Director Park Lands, Policy & Sustainability	
6	Statutory and Regulatory Risk	Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation	Non-compliance with relevant legislation and regulatory requirements.	High	Engage external auditors to conduct the end of year financial audit and internal controls opinion	Manager Finance & Procurement	Moderate
					Schedule quarterly PCI Compliance meetings with the relevant stakeholders to ensure 100% on BAU PCI compliance which is montiored and reviewed via Promapp (as per the pre-determined frequency).	Manager Finance & Procurement	
					Undertake annual legislative reviews as part of the Internal Audit program and report to Audit & Risk Committee.	Manager Governance	
			Lack of effective systems and processes to monitor and respond to regulatory changes.		Deliver a robust internal audit program that aligns to service outcomes	Manager Governance	
					Undertake 6 monthly self-assessments and reviews of Internal Controls (via Promapp).	Manager Governance	
					Hold monthly SRIA meetings, record minutes and report to Audit & Risk Committee.	Manager Governance	
			Reputational damage from non-compliance		Ensure all staff complete the Good Governance training module to provide awareness of legislative obligations.	Manager Governance	
					Biennial risk evaluation performed by the Local Government Risk Services.	Manager Governance	
					Review and implement by-laws which respond to community needs by 2025	Associate Director Regulatory Services	
7	Reputational Risk	Negative reputation and public perception of Council	Impacts of adverse and critical media and community coverage, including loss of community trust.	High	Council support the delivery of key actions of AEDA and ACMA to better support the business community	General Manager AEDA General Manager ACMA	Moderate
			Community needs and expectations, including service levels not met.		Lord Mayor as the spokesperson for Council and CEO for administration to provide consistent source of information	CEO	
			Increased community complaints and adverse audit findings resulting in reputational damage.		Onboarding of Elected Members for new or re-elected members	Manager Governance	
					Council and AEDA to partner with key stakeholders to progress economic development and growth outcomes across all sectors in the City with a view to increasing city contribution to Gross State Product	General Manager AEDA	
					Deliver economic data and insights to our business community	General Manager AEDA	
					Increase in foot traffic in key and emerging precincts annually in line with the Council's Economic Development Strategy	General Manager AEDA	
					Amplify Adelaide's status as a UNESCO City of Music	Associate Director City Culture	
					Develop a Cultural Policy by 2024 that promotes and supports the City's unique cultural identity and opportunities	Associate Director City Culture	
					Develop a Community Wellbeing Plan by 2026	Associate Director City Culture	
					Support the delivery of the key actions of the AEDA Strategic Plan to support investors, emerging sectors, entrepreneurs and business owners to be successful, innovative and responsive to a changing business environment	Chief Operating Officer	
					Achieve and maintain Voice of the Customer Survey scores for Customer Satisfaction and Customer Ease	Manager Customer & Marketing	
					Deliver marketing and promotional strategies to share Adelaide's unique attributes and emerging opportunities	Manager Customer & Marketing	
					Review marketing and communications policies and practices to ensure website and social media content is reflective of current decisions, projects and services	Manager Customer & Marketing	
					Implement data integration solutions for Customer Insights to drive efficiency outcomes	Manager Information Management	
					Review the Community Engagement approach by 2025	Manager Strategy, Insights & Performance	
					Business, Resident and City Users Surveys identify overall satisfaction with Council services	Manager Strategy, Insights & Performance	

#	Risk	Description	Cause	Rating	Control/Action	Owner	Residual
					Reduce the number of items and Council decisions considered and held in confidence	Manager Governance	
8	Human Resource Management	Risk of Human Resource Management and Health & Safety Compliance	Inability to attract and retain staff with required skill sets and leadership to deliver on Council's strategic aspirations.	High	Ensure a recognition and benefits program is in place.	Manager People	Moderate
					Ensure that further education and development opportunities (including City Ed, providing reimbursement and study leave for further education).	Manager People	
					Ensure a Wellbeing Program is in place and managed,	Manager People	
			Lack of engaged and high functioning organisational culture.		Implement the Connection Series	Manager People	
					Regular monitoring by the LGRS of key WHS projects and WHS procedures/process that are stipulated in the Action Plan	Manager People	
			Lack of performance or performance management of existing human resources and supporting effective systems.		Endorsed WHS Policy	Manager People	
					Implemented organisational scorecard includes measures relating to WHS assurance, lost injury time and Hazard Profile Schedule	Manager People	
			Not providing a safe workplace for staff, volunteers, contractors and the public.		Perform Culture Survey, cultural pulse checks and implement initiatives that are aimed at improving Culture Survey results.	Manager People	
					Implement corporate induction program	Manager People	
					Deliver Workforce Management Systems upgrades	Manager Information Management	
					Deliver a Workforce Strategy by 2024	Manager People	
					Deliver a City of Adelaide Graudate program by 2025 - First intake 2023/24 - Second intake 2024/25	Manager People	
9	Ineffective Governance	Ineffective governance leading to operational inefficiencies, legal liabilities, and reputational damage.	Ineffective governance structure and practices to support strategic decision-making.	High	Undertake annual legislative reviews are part of the Internal Audit program and report to Audit & Risk Committee.	Manager Governance	Moderate
					Develop an annual Internal Audit program (including subsidiaries) to be approved by SRIA and Audit & Risk Committee.	Manager Governance	
					Undertake 6 monthly self-assessments and reviews of Internal Controls (via Promapp).	Manager Governance	
			Ineffective governance of Council and Subsidiary administrations, resulting in reputational risk, including a loss of community trust in CoA administration and elected members.		Proactive participation of Capital City Committee meetings resulting in improved partnerships quarterly and funding/partnership opportunities.	CEO	
					Council representation on the Premier's Safety and Wellbeing Taskforce who developed short- and long-term strategies to keep the community safe (strategic and tactical actions).	CEO	
					LGA Membership and participation in the LGA and the Australian Local Government Association forums providing advocacy for the sector	CEO	
			Ineffective internal controls environment, including lack of monitoring, evaluation and continuous improvement of existing corporate governance practices, resulting in fraud, corruption, misconduct or non-compliance.		Regular reporting of Strategic Plan 2024-2028	Manager Strategy, Insights &	
					The City Deal agreement between the Australian Government, State Government and Council which ensures the delivery of outcomes and programs for the State. Funding opportunities for Council	General Manager AEDA	
					Capital City Committee Lord Mayor (CCCLM) meet quarterly for all LM's and CEO's across Australia, annual GM	CEO	
			Ineffective engagement with key stakeholder groups, including state and federal government, businesses and community groups.		Precincts groups provides a community voice that Council and Councillors can listen to.	General Manager AEDA	
					Regular online communications to various segments of our community including City Business Newsletter. What's On and regular EDM for Rundle Mall stakeholders	General Manager AEDA	
					Review and monitor the Governance Structure to ensure best practice decision making and enable effective advice for Council's undertakings - Adopted by Council on 17 Januray 2023	Manager Governance	
					Implement a Public Transparency Policy by June 2024 - Adopted by Council 28 November 2023	Manager Governance	
10	Lack of fit for purpose IT systems and data governance	Inadequate IT systems and data governance endanger operational efficiency and data integrity, while increasing susceptibility to security breaches and regulatory non-compliance	Current business systems are not fit for purpose, to enable delivery of efficient operations and meet community needs.	Extreme	Every 2 months hold ongoing Business Systems Committee that oversee the investment in business systems	Manager Information Management	High
			Non-compliance with data protection regulations/lack of employee training and awareness		Ensure the Purchase and Management of IT Systems is regularly reviewed and available to all Council staff via the endorsed Procurement Policy.	Manager Information Management	
					Deliver and maintain Business Systems Roadmap to support business efficiency	Manager Information Management	
					Increase awareness and engagement of staff through the use of better systems	Manager Information Management	