

Risk 1 - Financial sustainability - Council financial settings are not sustainable in the long term.

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility	
				Likelihood	Consequence	Risk level	Target risk			Likelihood	Consequence	Risk level			
<p>* Significant increase in costs of asset renewals in capital delivery program, including impacts from increasing supplier costs and inflation.</p> <p>* Inadequate revenues to deliver on strategic plan objectives and initiatives, and services aligned with community needs and expectations.</p> <p>* Lack of financial and expenditure discipline</p>	<p>* Council is unable to fund its objectives</p> <p>* Increasing and unsustainable debt outside of debt liability ranges and prudential liability cap.</p> <p>* Inability to secure additional necessary debt.</p> <p>* Council forced to sell assets at the expense of meeting community expectations and standards</p>	<p>Council discretionary spending not controlled through poor financial discipline or unmanageable cost increases.</p>	Service	Likely	Major	Extreme	High	Development and implementation of the Annual Business Plan & Budget with A/Ds and Managers, considering trends, what is required and service levels. The BP&B is presented to Audit & Risk Committee and Council annually and seek Council endorsement. (in accordance with financial principles adopted, and adopted LTFP,)	Mostly						
								Develop and implement the City Plan 2036	Mostly						
								Monitor and update the LTFP and seek Council endorsement as required to ensure long term financial implications are managed	Mostly						
								Monthly meetings with programs and Executive reporting	Effective						
				<p>Inability to anticipate significant increase in costs of asset renewals in capital delivery program, including impacts from increasing supplier costs and inflation.</p>	Financial	Likely	Major	Extreme	High	Deliver Asset Renewals in line with Council approved Asset Management Plans to ensure we are managing our assets in a financially sustainable manner (AMPS in place; PMO processes;)	Mostly			<p>Deliver conservation management plans for heritage assets by 2025/26</p>	AD Infrastructure
		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%	Effective												
		Implement the Asset Management Plans (AMPs updated regularly)	Mostly												
		Implement the Adelaide Parks Lands Management Strategy	Mostly												
				<p>Over-runs in capital program budget through unexpected cost increase, and poor financial discipline</p>	Financial	Likely	Major	Extreme	High	Development and implementation of the Annual Business Plan & Budget with A/Ds 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. (in accordance with financial principles adopted, and adopted LTFP,)	Mostly			<p>Determine future funding requirements for community assets such as Torrens Weir enhancement and replacement / strengthening of Adelaide Bridge</p>	AD Finance & Procurement
		Monitor and update the LTFP and seek Council endorsement as required to ensure long term financial implications are managed	Effective												
		Weekly meetings of the <i>Change Triage Group (CTG)</i> sessions to recommend and govern changes to project scopes, schedules and cost where required.	Mostly												
		Weekly meetings of the <i>Project Control Group (PCG)</i> sessions to authorise project changes through management, including options review and 'best' delivery approaches.	Mostly												
Weekly meetings of the <i>Asset Renewal Group (ARG)</i> sessions to recommend allocation of expenditure for asset renewals.	Mostly														
Effective Procurement processes in awarding contracts and ensuring sufficient specifications documents are prepared prior to going out to the market															
Monthly meetings with programs and Executive reporting	Effective														
Effective PMO processes and systems	Effective														
		<p>Inadequate revenues to identify and fund strategic and operational objectives</p>	Financial Service Reputation	Likely	Major	Extreme	High	Appropriate review of the Annual Business Plan & Budget to provide appropriate funding to achieve the strategies identified	Mostly			<p>Increase rate revenue by increasing number of dwellings e in accordance with the City Plan by 2036</p> <p>Increase investment in rental properties in line with Council's Housing Strategy</p> <p>Develop sales and tenancy targets associated with City of Adelaide housing developments</p> <p>Ensure that all strategies identified are costed for.</p>	<p>A/D Strategic Property & Commercial</p> <p>A/D Strategic Property & Commercial</p> <p>A/D Strategic Property & Commercial</p> <p>All Associate Directors</p>		
Develop and implement a City of Adelaide Economic Development Strategy															
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%	Effective														
Grow the share of non-rates based revenue	Partially														
Periodic review of the Rating System	Partially														
Implement the Strategic Property Action Plan to manage opportunities including car parks and other commercial assets for our community	Effective														

Risk 2 - Cyber security - Cyber Security vulnerability exposes the CoA to data breaches and system compromises, risking sensitive information and operational disruption.

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility
				Likelihood	Consequence	Risk level	Target risk level			Likelihood	Consequence	Risk level		
<p>* Inadequate cyber security measures, training and awareness and cyber security management performed by staff</p> <p>* Uncertainty in assessing vulnerabilities and evolving sophistication of cyber threat landscape.</p>	<p>* Data breaches</p> <p>* Compromised systems</p> <p>* Sensitive information inappropriately released/ used.</p> <p>* Operational disruption</p> <p>* Large scale service outage, unauthorised disclosure of confidential information, and financial loss</p>	<p>Cyber-attack resulting in large scale service outage, unauthorised disclosure of confidential information, and financial loss.</p>	All	Likely	Major	Extreme	High	Regular targeted cyber security testing of configurations, controls, processes and cyber protection layers to identify any possible weaknesses against exploit including any CoA personnel or 3rd party	Partially				<p>Roll out security orchestration, automation and response (SOAR and unified Security information and event management (SIEM)) technologies to assist CoA to analyse, respond to and mitigate threats</p>	AD Information Management
								Regular training modules (annual for current staff, and at induction for new staff)	Partially					
								Annual Penetration Testing that supports PCI Compliance requirements and general cyber security changes of possible significance	Partially					
								Review and implementation of the Local Government Security Framework (LGSF)	Partially					
								Review and implementation of the Essential Eight Maturity Framework, including action plan to reach set Maturity Level 3	Partially					
		<p>Deliberate or accidental internal data misuse by an employee or associate.</p>	Service Reputation	Possible	Major	Extreme	High	Report to SRIA every 6 months on cyber security measures and risks.	Partially				<p>Roll out of Friendly Phishing</p>	AD Information Management
								CoA has an insurance policy in place from LGAAMF to provide cover for cyber security	Partially					
								Regular training modules (annual for current staff, and at induction for new staff)	Partially					
								Annual PCI-DSS Compliance audits (as part of Merchant Contract with CoA's banking provider)	Partially					
								Annual Penetration Testing that supports PCI Compliance requirements and general cyber security changes of possible significance	Partially					

Risk 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.

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility
				Likelihood	Consequence	Risk level	Target risk level			Likelihood	Consequence	Risk level		
<p>* 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).</p> <p>* Ineffective planning and execution of Council plans to ensure the continuity of business operations and IT systems in the event of a disaster.</p>	<p>* Serious injury or harm to staff and the public, resulting in suspension of CoA operations and reputational damages.</p> <p>* 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.</p> <p>* Discontinuity of business operations and IT systems in the event of a disaster.</p>	Business continuity planning not prioritised or performed rigorously	Safety Service Reputation	Possible	Major	High	Mod	Bi-monthly meetings of the Emergency Management Steering Committee to provide oversight on emergency management function.	Mostly				Review the Business Continuity Plan annually with relevant A/Ds and Managers to ensure all critical functions are documented annually and conduct a BCP exercise.	AD Governance & Strategy
		Failure to respond effectively to community needs during a disaster.	Safety Service Reputation	Possible	Major	High	Mod	<p>Bi-monthly meetings of the Emergency Management Steering Committee to provide oversight on emergency management function.</p> <p>Bi-monthly meetings of the Security Management Committee with security contractor</p> <p>Maintain Emergency Management Steering Committee</p> <p>Attend and participate in the Eastern Adelaide Zone Emergency Management ZONE Committee meetings, representing City of Adelaide every quarter.</p> <p>Implemented the Emergency Management Plans</p> <p>Adequately trained Council Commanders are in place to manage any types of emergencies.</p> <p>Ensure that Council maintains a current Disaster Recovery Plan</p> <p>Regular performance of cyber security audits when required (i.e. annual PCI-DSS performed, or when there is a change in a software or need to test).</p> <p>Annual program of internal and multi agency scenario testing</p> <p>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).</p>	Mostly				Review the Business Continuity Plan annually with relevant A/Ds and Managers to ensure all critical functions are documented annually and conduct a BCP exercise.	AD Governance & Strategy

Risk 5 - Climate change adaptation and vulnerability - Impact of changing climate conditions and an increase in extreme weather events presents a risk to Council, community, infrastructure and natural environment.

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating			Target risk level	Control measures	Effectiveness	Residual Risk			Treatments	Responsibility		
				Likelihood	Consequence	Risk level				Likelihood	Consequence	Risk level				
<p>* Increased and prolonged heatwaves, increased flooding and urban heat island effects.</p> <p>* Climate induced threats to Council infrastructure, assets, waster management and the natural environment,</p> <p>* Failure to consider future legislative changes.</p>	<p>* Impacts of decarbonising and transitioning to a low carbon economy, including enhanced and new mandates and regulations, litigations exposure</p> <p>* increased cost of electricity</p> <p>* increased and prolonged heatwaves, increased flooding and urban heat island effects.</p> <p>* threat or actual harm to Council infrastructure, assets, waster management and the natural environment</p> <p>* Reduced worker wellbeing and impact worker health eg. outdoor crews</p>	Inability to prioritise and fund key initiatives to mitigate impacts of Climate Change (including consideration of future legislative changes.)	Financial Reputation	Likely	Major	Extreme	High	Use of ICS for prioritisation process for the Annual Business Plan and Budget aligned to climate risk	Partially							
								Preservation of a percentage of rate for Climate Change Action Initiative Fund	Partially							
		Ineffective policies to deal with prolonged heat, business continuity and human health heat stress.	Safety Service Reputation	Likely	Major	Extreme	High	Development and implementation of Working in the Heat Project	Mostly							
								Implementation of control measures for hazards for workers through work tasks and environment.	Mostly							
		Reduced ability for staff to provide services and undertake operations	Safety Service Reputation	Likely	Major	Extreme	High	Development and implementation of Working in the Heat Project	Mostly							
								Implementation of control measures for hazards for workers through work tasks and environment.	Mostly							
								Developed and implemented Working in Extreme Weather and Fatigue procedures, including Our Safe Operating Procedures, BAU Hazard Profile Risk Assessments.	Mostly							
		Inability to adequately prepare for impacts from extreme weather events (eg increased and prolonged heatwaves, increased flooding and urban heat island effects.)	Financial Reputation Environment	Likely	Major	Extreme	High	Attend and participate in the Eastern Adelaide Zone Emergency Management ZONE Committee meetings, representing City of Adelaide every quarter.	Mostly					Develop city greening and cooling routes	AD Park Lands, Policy & Sustainability	
														Review of Standard Details to determine where CoA can reduce embodied carbon by looking at different materials	AD Infrastructure	
		Ineffective planning for the impact of changing climate conditions which pose a threat to Council infrastructure, assets, waster management and the natural environment	Financial Reputation Environment	Likely	Major	Extreme	High	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)	Mostly					Review of Standard Details to determine where CoA can reduce embodied carbon by looking at different materials	AD Infrastructure	
								Attend and participate in the Capital City Committee of Lord Mayors and Carbon Neutral City Alliance	Mostly							
								Embedded consideration of climate impacts in the Asset Management Plans	Mostly							
								Deliver on the targets in the new City of Adelaide Integrated Climate Strategy	Mostly							
								Developed and implemented a Sustainability Governance and reporting Framework and capture and share data and learnings.	Partially							

Risk 6 - Statutory and regulatory - Non-compliance with statutory and regulatory requirements poses legal, financial, and reputational risks to the organisation

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility					
				Likelihood	Consequence	Risk level	Target risk level			Likelihood	Consequence	Risk level							
* Failure to comply with relevant legislation and regulatory requirements * Failure to provide effective systems and processes to monitor and respond to regulatory changes.	* Reputational damage from non-compliance; * Legal challenges and costs; * Negative impact on community health and wellbeing (through poor compliance with statutory and regulatory standards)	Non-compliance with relevant legislation and regulatory requirements.	Financial Reputation	Possible	Mod	High	Mod	Engage external auditors to conduct the end of year financial audit and internal controls opinion	Mostly										
								Schedule quarterly PCI Compliance meetings with the relevant stakeholders to ensure 100% on BAU PCI compliance which is monitored and reviewed via Promapp (as per the pre-determined frequency).	Mostly										
								Undertake annual legislative reviews as part of the Internal Audit program and report to Audit & Risk Committee.	Mostly										
		Inability to monitor and respond to regulatory changes	Service Reputation	Possible	Mod	High	Mod	Implement a robust internal audit program that aligns to service outcomes	Mostly										
			Undertake 6 monthly self-assessments and reviews of Internal Controls (via Promapp).	Mostly															
			Hold monthly SRIA meetings, record minutes and report to Audit & Risk Committee.	Mostly															
	Attend and participate in the SA Local Government Finance Manager Group meetings, representing City of Adelaide		Mostly																
	Weekly Government Gazette Legislative Alerts sent to Executive and Senior Staff across CoA		Mostly																
	Ensure all staff complete the Good Governance training module to provide awareness of legislative obligations.		Mostly																

Risk 7 - Reputational - Negative reputation and public perception of Council

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility	
				Likelihood	Consequence	Risk level	Target risk level			Likelihood	Consequence	Risk level			
* Adverse and critical media and community coverage. * Media coverage of council behaviour * Failure to fulfill community needs and expectations, including not meeting service levels. * adverse audit findings * media misrepresentation	* loss of community trust and social license. * Increased community complaints, FOI requests, legal challenges.	Loss of community trust and social license (Impacts of adverse and critical media and community coverage)	Reputation	Possible	Major	High	Mod	Lord Mayor as the spokesperson for Council and CEO for administration to provide consistent source of information	Mostly						
								Adherence to community consultation to engagement and policies	Mostly						
								Implementation of the Public Transparency Policy							
								Onboarding and mid-term training of Elected Members for new or re-elected members	Mostly						
		Not prioritising meeting community needs and expectations, including service levels.	Reputation Service	Possible	Major	High	Mod	Up-to-date and embedded policies and practices to ensure website and social media content is reflective of current decisions, projects and services	Partially					Reduce the number of items and Council decisions considered and held in confidence	AD Governance & Strategy
								Implement data integration solutions for Customer Insights to drive efficiency outcomes	Partially						
								Review the Community Engagement approach by 2025	Partially						
		Not addressing adverse audit findings.	Financial Reputation	Possible	Major	High	Mod	Regular reporting to SRIA and Audit & Risk Committee	Partially						
								Bi-ennial review of internal audit recommendation implementation as part of the Internal Audit Plan	Partially						
								Implemented CEO approval process of internal audit extensions	Partially						

Risk 8 - Human resource management - Ineffective Human Resource Management; and Work Health & Safety non-compliance

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility		
				Likelihood	Consequence	Risk level	Target risk level			Likelihood	Consequence	Risk level				
* Poor employer brand/reputation * Inability to match terms/conditions offered by other employers * Insufficient internal expertise to identify and implement effective control measures * Lack of commitment to establishing a strong organisational culture * Insufficient or ineffective use of learning and development budgets * Insufficient or ineffective tools to support delivery, monitoring and evaluation of performance and actions	* Reduced availability of resources and skills to deliver Council's strategic aspirations * Reduced worker wellbeing * Reduced productivity and performance * Increased turnover * Damage to employer brand * Increased Industrial and WHS disputes and costs	Capacity to attract and retain required skills	Safety Service Reputation	possible	Mod	High	Mod	Internal and external employer branding / Employee Value Proposition initiatives	Partially				Refresh and relaunch of Employee Value Proposition	AD People		
								Development and implemented CoA Graduate Program	Partially				Develop of the Workforce Management System capability re: improved employer branding and candidate experience during recruitment	AD People		
								Implemented Attracting and Retention Operating Guideline	Partially							
								Implemented Organisational Culture Surveys	Partially							
		Maintenance of an engaged workforce and positive organisational culture	Safety Service Reputation	Possible	Mod	High	Mod	Implemented Organisational Culture/Pulse Check Surveys	Partially							
								Monthly meetings of the Organisational Culture Reference Group to provide a mechanism for Executive and SLT to develop, deliver and monitor initiatives aimed at ensuring a positive organisational culture and supporting a high performing organisation	Mostly							
								Organisational and program culture action plans established and monitored	Partially							
								Embedded recognition practices in place	Partially							
								Inclusion of leader actions regarding culture in leader PDC conversations / KPIs	Partially							
		Establishment of a high performing organisation	Safety Service Reputation	Possible	Mod	High	Mod	Development and implementation of Workforce Planning Framework	Partially						Develop the Leadership Capability Framework	AD People
								Implementation of program workforce planning action plans	Partially						Develop the Workforce Management System capability re: performance and talent management and succession planning	AD People
								Embedded learning and development budgets to enable internal and external development opportunities.	Partially							
		Compliance with work health and safety legislation for all workers (as defined under the WHS Act) and the community	Safety Service Reputation	Possible	Mod	High	Mod	Monitoring of legislative requirements/action through Promapp.	Partially							
								Undertake annual legislative reviews as part of the Internal Audit program	Partially							
								Established of due diligence questionnaire process incorporating physical and psychosocial hazards	Partially							
								Implementation of WHS training / education programs	Partially							
								Quarterly meetings of the WHS Committee to provide oversight on workplace health and safety	Mostly							
								Development and implementation of the Wellbeing Program	Partially							
		Compliance with industrial legislation for employees	Safety Service Reputation	Possible	Major	High	Mod	Provision of legal advice on complex matters	Partially							
Scheduled reviews of policies and procedures	Mostly															
Quarterly meetings of the Employee Consultative Committee to provide a forum whereby management and employees are jointly committed to effective communication and consultation, and acts as a mechanism to monitor and review the application of the Agreement and foster good employee relations.	Partially															
Maintenance of professional networks and knowledge	Partially															

Risk 9 - Ineffective governance - Ineffective governance leading to operational inefficiencies, legal liabilities, and reputational damage.

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating				Control measures	Effectiveness	Residual Risk			Treatments	Responsibility
				Likelihood	Consequence	Risk level	Target risk level			Likelihood	Consequence	Risk level		
<p>* Ineffective governance structure and practices to support strategic decision-making.</p> <p>* Ineffective governance of Council and Subsidiary administrations.</p> <p>* Ineffective internal controls environment, including lack of monitoring, evaluation and continuous improvement of existing corporate governance practices.</p> <p>* Ineffective engagement with key stakeholder groups, including state and federal government, businesses and community groups.</p>	<p>*Operational inefficiencies, legal liabilities, and reputational damage.</p> <p>* Loss of community trust in CoA administration and elected members, and recued social license.</p> <p>* Legal costs</p> <p>* Financial loss (eg through embezzlement)</p> <p>* Missing out on grant funding</p> <p>* Fraud, corruption, misconduct or non-compliance.</p> <p>* Being investigated for maladminstration</p>	Strategic decision-making is not well supported by governance structures and practices	Service Financial	Possible	Mod	High	Mod	Review the Governance Structure of Council at the commencement of each term (mid-term review if applicable)	Mostly					
								Adhering to legislative requirements of distribution and publication of meeting papers	Effective					
		Loss of community trust and social license for CoA administration and elected members.	Reputation	Possible	Mod	High	Mod	Appropriate skills resources within Corporate Governance team	Mostly					
								Review the Governance Structure of Council at the commencement of each term (mid-term review if applicable)	Mostly					
								Adhering to legislative requirements of distribution and publication of meeting papers	Effective					
								Implementation of the Public Transparency Policy	Mostly					
		Fraud, corruption, misconduct or non-compliance (ineffective internal controls environment, including lack of monitoring, evaluation and continuous improvement of existing corporate governance practices)	Financial Reputation	Possible	Mod	High	Mod	Implementation of the Public Interest Disclosure Operating Guideline and awareness to all staff the responsible person	Mostly					
								Implement a robust internal audit program that aligns to service outcomes	Mostly					
								Undertake 6 monthly self-assessments and reviews of Internal Controls (via Promapp).	Mostly					
								Ensure all staff complete the Good Governance training module to provide awareness of legislative obligations.	Mostly					
								Annual PCI-DSS Compliance audits (as part of Merchant Contract with CoA's banking provider)	Mostly					
		Inability to effectively engage with key stakeholder groups, including state and federal government, businesses and community groups. (is this with the right risk??)	Financial Service Reputation	Possible	Mod	High	Mod	Precincts groups provides a community voice that Council and Councillors can listen to.	Partially					
								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).	Partially					
								LGA Membership and participation in the LGA and the Australian Local Government Association forums providing advocacy for the sector	Partially					
						Proactive participation of Capital City Committee meetings resulting in improved partnerships quarterly and funding/partnership opportunities.	Partially							
						Regular online communications to various segments of our community including City Business Newsletter. What's On and regular EDM for Rundle Mall stakeholders	Partially							
						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	Mostly							
						Capital City Committee Lord Mayor (CCCLM) meet quarterly for all LM's and CEO's across Australia, annual GM	Partially							

Risk 10 - Lack of fit for purpose IT systems and governance

Causes	Impact	Subordinate risks	Affected Areas	Inherent Risk Rating			Target risk level	Control measures	Effectiveness	Residual Risk			Treatments	Responsibility		
				Likelihood	Consequence	Risk level				Likelihood	Consequence	Risk level				
<p>* Current business systems are not fit for purpose, to enable delivery of efficient operations and meet community needs.</p> <p>* Failure to comply with data protection regulation</p> <p>* poor data management and safety due to lack of employee training and awareness</p>	<p>* inefficient operations which fail to meet community needs</p> <p>* Costs (inefficiencies), driving need for greater rate rises.</p> <p>*Poor data management and safety including accidental loss of data, and malicious cyber attack.</p>	Unable to deliver efficient operations and meet community need (Current business systems are not fit for purpose)	Service Reputation	Likely	Major	Extreme	High	Every 2 months hold ongoing Business Systems Committee that oversee the investment in business systems	Mostly							
		Inability to comply with data protection regulations	Service Reputation	Likely	Major	Extreme	High	Implementation of the Privacy Policy	Partially				Develop education awareness sessions around data protection			
							Extreme	High	Development of a Data Mangement Operating Guideline					AD Governance & Strategy		
		Cyber attacks (see Cyber Security risk above)				Likely	Major	Extreme	High	Regular targeted cyber security testing of configurations, controls, processes and cyber protection layers to indentify any possible weaknesses against exploit including any CoA personnel or 3rd party	Partially				Roll out security orchestration, automation and response (SOAR and unified Security information and event management (SIEM)) technologies to assist CoA to analyse, respond to and mitigate threats	AD Information Management
										Regular training modules (annual for current staff, and at induction for new staff)	Partially				Roll out of Friendly Phishing and update Be Security Smart online content	AD Information Management
										Annual Penetration Testing that supports PCI Compliance requirements and general cyber security changes of possible significance	Partially					
										Review and implementation of the Local Government Security Framework (LGSF)	Partially					
										Review and implementation of the Essential Eight Maturity Framework, including action plan to reach set Maturity Level 3	Partially					
										Report to SRIA every 6 months on cyber security for discussion on risk exposure and controls	Partially					
										CoA has an insurance policy is in place from LGAAMF to provide cover for cyber security	Partially					
Regular training modules (annual for current staff, and at induction for new staff)	Partially															
Annual PCI-DSS Compliance audits (as part of Merchant Contract with CoA's banking provider)	Partially															
Annual Penetration Testing that supports PCI Compliance requirements and general cyber security changes of possible significance	Partially															
		Unavailability/ inaccessibility of necessary information impacting efficient operation and decision-making	Service Reputation	Likely	Major	Extreme	High	Ensure that Council maintains a current Disaster Recovery Plan	Partially							