Risk 1: Financial sustainability

Risk Owner: Anthony Spartalis, Chief Operating Officer

Risk Review Date:

Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	Ineffective Financial Planning	
a	Inadequate planning for rates and alternate revenue sources to fund strategic and operational objectives	PC1, PC3, PC10
b	Service levels are not clear or meeting customers expectations, resulting in difficulties in Long term Financial Planning.	PC1, PC11
c	Inability to anticipate significant increase in costs and capital valuations (e.g. asset renewals in capital delivery program, including impacts from increasing supplier costs and inflation, climate change, increasing replacement costs)	PC3, PC4, PC10
d	Endorsed strategies are not effectively costed / budgeted, and as a result not included in LTFP.	PC2, PC11
C2	Poor Revenue & Funding Resilience	
a	Rates revenue constrained by affordability pressures and community expectations	PC1, PC16, PC18
b	Delays or failures in development activity reducing expected growth monies	PC3, PC10
c	Failure to identify sustainable alternative revenue sources, or these are constrained due to legislative or market constraints	PC10, PC15
d	Exposure to changes in State funding policy / State and Federal cost shifting	PC3, PC10
e	Council appetite towards fees & charges and rate setting	PC1, PC16, PC18
f	Ineffective treasury / debt management (maturity profiles, fixed vs variable, borrowing limits etc.)	PC6, PC10, PC12
C3	Financial Systems, Information & Capability Limitations	
a	Financial systems do not provide timely, accurate or integrated information	PC5, PC19
b	Limited visibility of long term financial impacts of service and asset decisions	PC3, PC10
c	Weak linkage between finance, asset, workforce and service planning systems	PC3, PC4
d	Reliance on spreadsheets or manual processes increasing risk of error	PC5, PC19
e	Limited organisational capability to undertake complex financial modelling	PC5, PC10
C4	Inadequate Cost Management & Financial Discipline	
a	Poor financial decision making due to lack of financial discipline.	PC2, PC13
b	Over-runs in capital program budget through unexpected cost increase, project delays and poor financial discipline (Business cases and budget bids do not consistently demonstrate value for money or whole of life cost implications.)	PC2, PC7, PC8
c	Accountability for cost management is unclear, with limited consequences for budget overruns or failure to deliver agreed savings.	PC5, PC13
d	Poor cost estimation processes and delivery timeframes (e.g. Limited scrutiny of cost drivers (e.g. staffing levels, overtime, contractors, spend)).	PC2, PC7

Risk Event: If appropriate financial resources and systems are not in place, impacting our ability to deliver services, maintain our assets and meet strategic objectives.

Target Risk Level: High

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Likely	Possible
Impact	Major	Moderate
Rating	Extreme	High

Worst case plausible scenario (current Risk): Council's failure to effectively control costs results in significant budget overruns that must be passed on to ratepayers through increased rates or reduced service levels, attracting intense public and media scrutiny, erosion of community trust and reputational damage.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Structural budget deficits, cash flow constraints or erosion of reserves due to ongoing misalignment between revenue, expenditure and service commitments; increased borrowing costs, reduced financial flexibility or adverse audit outcomes; inability to fund asset renewal, critical programs or strategic priorities.	MC1, MC2, MC4
CO2: Safety	Indirect impacts	
CO3: Environment	Deferred maintenance or under investment in environmental assets and programs leading to environmental degradation, non compliance or increased remediation costs over time.	MC2
CO4: Reputation / Brand Image	Loss of community trust and confidence due to perceived poor financial stewardship or service reductions; negative media coverage, political scrutiny or adverse audit and regulator findings; reduced credibility with funding bodies, partners and stakeholders.	MC1, MC3, MC4
CO5: Service Delivery	Service reductions, delays or quality impacts due to insufficient funding or constrained resources; reduced capacity to deliver strategic initiatives or respond to emerging community needs.	MC1, MC2, MC3, MC4

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	Annual Business Planning, Budget Development, Implementation and Rate Setting	The ABP and Budget are developed and implemented with A/Ds and Managers, informed by service requirements, trends and financial principles aligned to the LTFP. The process includes application of a Council approved rate setting policy and is presented annually to the Audit & Risk Committee and Council for endorsement.	C1) a, b C2) a, e	Associate Director Finance & Procurement		
PC2	Budget Bid Affordability, Whole of Life Costing and Value for Money Assessment	A mandatory budget bid process requiring affordability assessment for all new or expanded services, supported by whole of life costing and value for money analysis. All capital projects, business cases and budget bids are assessed for capital, operating, maintenance and disposal costs prior to approval to ensure proposals are affordable and deliver value for money.	C1) d C4) a, b, d	Associate Director, Governance & Strategy		

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key
MC1	LTFP: Financial cushion ($23 Mill)	Council maintains a financial buffer within the Long Term Financial Plan to absorb unplanned cost increases or revenue shortfalls, reducing the immediate impact on service delivery, rates and financial sustainability.	CO1, CO4, CO5	Associate Director Finance & Procurement		
MC2	Defer capital spend	Council can defer or re profile non critical capital expenditure in response to financial pressure, enabling short term cash flow relief and reducing the impact of budget overruns.	CO1, CO5, CO3	Associate Director Infrastructure		

PC3	LTFP and Cost Pressure Management	Monitoring and periodic updating of the Long Term Financial Plan (LTFP), with Council endorsement sought as required, informed by a maintained forward cost pressure register (including wages, inflation, climate and compliance) to ensure long term financial implications and assumptions are appropriately managed.	C1) a, c C2) b, d C3) b, c	Associate Director Finance & Procurement		
PC4	Delivery of Asset Renewals & Ongoing Measurement of Asset Renewal Ratio	Deliver Asset Renewals in line with Council approved Asset Management Plans to ensure we are managing our assets in a financially sustainable manner. One of the key ratios Council is required to assess itself against is Asset Renewal Ratio (Target 100%).	C1) c C3) c	Associate Director Infrastructure		
PC5	Future Fund	Develop and manage the governance arrangement for the Future Fund	C2) f	Associate Director Finance & Procurement		
PC6	PMO Processes (CTG, PCG and ARG Meetings)	Effective PMO processes and systems including: Weekly and fortnightly meetings of the Change Triage Group (CTG), Project Control Group (PCG) and Asset Renewal Group (ARG) to recommend, govern and authorise changes to project scopes, schedules and cost, including options review, best delivery approaches, and allocation of expenditure for asset renewals.	C4) b, d	Associate Director, Governance & Strategy		
PC7	Procurement Processes	Effective Procurement processes in awarding contracts and ensuring sufficient specifications documents are prepared prior to going out to the market	C4) b	Associate Director Finance & Procurement		
PC8	Financial Indicators	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%, which is set by legislation.	C1) a, c C2) b, d C3) b, c	Associate Director Finance & Procurement		
PC9	Cost and Revenue Financial Modelling	Regular multi scenario financial modelling for cost and revenue shocks (roll into LTFP control).	C1) a, c C2) b, c, d C3) b, e	Associate Director Finance & Procurement		
PC10	Annual Business Planning, Budget and Rating Review Process	Quarterly review of the Annual Business Plan and Budget, supported by rolling multi year financial forecasts, to ensure funding decisions remain aligned to strategic objectives and legislative requirements. The process includes periodic review of the Rating System to confirm revenue assumptions remain appropriate and sustainable.	C1) b, d C2) a. e C3) b, c	Associate Director Finance & Procurement		
PC11	Treasury Policy & Implementation	A Treasury Policy to govern cash management, borrowings, investments and financial risk in accordance with Council approval and regulatory requirements. Council ensures compliance with the outlined Treasury Policy.	C2) f	Associate Director Finance & Procurement		
PC12	Financial Delegations Policy and Approval Thresholds (to keep but potentially place under the governance risk)	Council has defined clear, delegations and approval thresholds, supported by regular monitoring	C4) a, c	Associate Director, Finance & Procurement		

MC3	Review over mandatory vs non-mandatory services	Council periodically reviews service delivery to prioritise mandatory and critical services, allowing discretionary or lower priority services to be reduced, deferred or ceased to manage financial impacts.	CO5, CO4	Associate Director Governance & Strategy		
MC4	Insurance over lost revenue	Insurance arrangements are in place to provide partial compensation for specific revenue losses arising from insured events, reducing the financial impact on Council operations and budgets.	CO1, CO5, CO4	Associate Director Governance & Strategy		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Deliver conservation management plans for bridge assets subject for funding for future financial years.		Associate Director Infrastructure	30-Jun-28
2	Obtain up to date cost advice & validate unit rates from independent cost managers		Associate Director Infrastructure	30-Jun-28
3	Determine future funding requirements for community assets such as Torrens Weir enhancement and replacement / strengthening of Adelaide Bridge		Associate Director Infrastructure	Adelaide Bridge - complete / Torrens Weir - 30 June 2027 / Rundle UPark - 31 Dec 2026
4	Increase rate revenue by increasing number of dwellings in accordance with the City Plan by 2036		Associate Director Strategic Property & Commercial	31-Dec-36
5	Continue project partnering with community housing providers (CHP) to mitigate the extent of capital required.		Associate Director Strategic Property & Commercial	31-Dec-28
6	Develop sales and tenancy targets associated with City of Adelaide housing developments		Associate Director Strategic Property & Commercial	31-Dec-26
7	Expand Forward cost pressure register to include unfunded strategies to ensure that all strategies identified are costed for		Associate Director Finance & Procurement	30-Jun-27
8	Effective comprehensive review of Strategic Management Plans, through the Strategic Management Framework including service levels		Associate Director Governance & Strategy	30-Jun-28
9	Review effectiveness of grant acquittal process and reporting		Associate Director Governance & Strategy	30-Jun-27
10	Formalise periodic assessment of exposure to State and Commonwealth funding and legislative changes.		Associate Director Governance & Strategy	30-Jun-27
11	Consider standardising business case model and process including financial modelling to inform financial decision making (for initiatives, strategic projects, new revenue streams)		Associate Director Finance & Procurement	30-Jun-27
12	Consider action to be taken to identification of alternative revenue sources (capability, regular process, accountability model, innovation and idea process).*Note current Internal Audit on this topic		Associate Director Strategic Property & Commercial	30-Jun-27
13	Documented Policy of Council approved cost recovery and subsidy process		Associate Director Finance & Procurement	30-Jun-28
14	Develop a business case to inform consideration of increasing climate adaptation investment to strengthen Long Term Financial Plan shock reserves (once preliminary planning has been undertaken)		Associate Director Finance & Procurement	30-Jun-28

Risk 2 - Cyber security

Risk Owner: Anthony Spartalis, Chief Operating Officer

Risk Review Date:

Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	Cyber Governance & Oversight	
a	Cyber risks not clearly owned or overseen at an executive level	PC3, PC4, PC6
b	Cyber security not consistently considered in strategic and investment decisions	PC3, PC11
c	Limited visibility of cyber risk exposure for Council and committees	PC3, PC4, PC5
d	Inconsistent application of cyber policies across the organisation	PC2, PC6, PC10
e	Poor threat monitoring etc.	PC1, PC5, PC7
C2	Technology & System Weaknesses	
a	Legacy or unsupported systems with known vulnerabilities	PC3, PC8, PC9
b	Inconsistent patching and system hardening	PC1, PC6, PC10
c	Poor system architecture or network segmentation	PC3, PC10
d	Increasing reliance on cloud and digital platforms without sufficient security controls	PC3, PC11, PC15
C3	Identity, Access & Privileged Controls	
a	Excessive or poorly managed user access	PC12, PC14
b	Weak controls over privileged or administrator accounts	PC12, PC14
c	Inadequate access reviews when staff change roles or leave	PC12
C4	People & Cyber Awareness	
a	Low staff awareness of phishing and social engineering threats (e.g. resulting in data breach)	PC2, PC5, PC13
b	Inconsistent cyber training across roles	PC2, PC6
c	High reliance on individuals to identify and respond to cyber threats	PC1, PC5, PC7
d	Increasing sophistication of cyber attacks (Use of AI, Social Engineering)	PC1, PC2, PC5
C5	Third Party & Supply Chain Risk	
a	Vendors and partners with inadequate cyber security controls	PC3, PC11, PC15
b	Limited assurance over third party system access	PC12, PC14, PC15
c	Dependence on critical ICT vendors for service continuity	PC11, PC15

Risk Event: Our cyber security vulnerability exposes us to data breaches and system compromises, risking sensitive information and operational disruption.

Target Risk Level: High

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Likely	Possible
Impact	Major	Moderate
Rating	Extreme	High

Worst case plausible scenario (current Risk): Cyber attack resulting in a large scale data breach compromising HR records, including TFNs, superannuation and personal details of approximately 950 current and former employees, leading to significant privacy harm, regulatory action, financial loss, and prolonged operational disruption.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Direct financial losses arising from incident response, forensic investigation, system restoration and remediation; regulatory penalties or legal costs associated with privacy or information security breaches; increased cyber insurance premiums, reduced coverage or uninsured losses following significant incidents.	MC1, MC3, MC4
CO2: Safety	Indirect impact	MC2
CO3: Environment	Indirect impact: Could be secondary incidents where compromised systems disrupt monitoring or control of environmental assets (e.g. wastewater, drainage or energy systems)	MC2
CO4: Reputation / Brand Image	Loss of community trust and confidence due to unauthorised disclosure of personal or sensitive information; negative media coverage, public scrutiny or regulatory findings following data breaches; perception that Council cannot adequately safeguard information or digital services.	MC2, MC3, MC4
CO5: Service Delivery	Disruption or outage of critical systems and digital services impacting day to day operations; reduced service availability and productivity during response and recovery; reliance on manual workarounds leading to inefficiencies, delays and increased error rates.	MC2, MC4

#	Preventative Control Name (In Place)	Control description	Cause mapping	Owner	Effectiveness	Key / Not key
PC1	Cyber Security Testing, Penetration Testing and Audit Assurance	A coordinated cyber security assurance program performs regular testing of system configurations, controls and processes, including annual penetration testing and targeted audits. These activities identify vulnerabilities and control weaknesses, assess control effectiveness, support compliance (including PCI DSS), and inform remediation in response to system changes or emerging risks.	C1) e C2) b, C4) c, d	Associate Director Information Management		
PC2	Mandatory Cyber Security Awareness and Compliance Training	Mandatory cyber security awareness training is delivered annually and as part of induction for all staff to build baseline cyber awareness. Completion is tracked and enforced through formal compliance mechanisms, including reporting through the CEO scorecard, to ensure consistent participation and accountability.	C1) d C4) a, b, d	Associate Director Information Management		
PC3	Cyber Security Investment Roadmap and Essential Eight Maturity Management	A cyber security investment roadmap aligns initiatives and funding to Essential Eight maturity targets, supported by ongoing maturity assessments, defined action plans, and periodic internal and external reviews. Progress is monitored and reported to governance bodies, with consideration of key controls, including vendor and supply chain risks.	C1) a, b, c C2) a, b, c, d C5) a	Associate Director Information Management		
PC4	Cyber Security Reporting to SRIA	Cyber security posture, key risks, and control effectiveness are reported to SRIA on a six monthly basis to support governance oversight and risk discussion.	C1) a, c	Associate Director Information Management		

#	Mitigating control	Control description	Consequence mapping	Owner	Effectiveness	Key / Not key
MC1	Cyber Security Insurance Coverage	Cyber security and professional indemnity insurance is maintained through LGAAMF to mitigate the financial impact of cyber incidents, including data breaches, recovery costs, and third party claims.	CO1	Associate Director Governance & Strategy		
MC2	Business Continuity and Disaster Recovery Capability	Emergency Management Plan (including Business continuity and disaster recovery) arrangements are in place to enable timely restoration of critical systems and services following a cyber incident, reducing operational disruption.	CO2, CO3, CO4, CO5	Associate Director Governance & Strategy		
MC3	Contractual Remedies and Legal Recourse	Contractual provisions allow the organisation to seek remedies from vendors or third parties where cyber incidents arise from contractual non compliance or service failures.	CO1, CO4	Associate Director Finance & Procurement		
MC4	Cyber Attack Response	A layered cyber security control framework is implemented, including network security, endpoint protection, access controls, regular vulnerability assessments, and continuous monitoring, to detect, prevent and respond to cyber attacks in a timely manner.	CO1, CO4, CO5	Associate Director Information Management		

PC5	Cyber Threat Monitoring and KPI Reporting	Cyber security performance is monitored through defined KPIs and metrics (e.g. detected and prevented threats, security incidents, PCI incidents, phishing failure rates), with monthly tracking and quarterly reporting, including reporting via the CEO scorecard.	C1) c, e C4) a, c, d	Associate Director Information Management		
PC6	Cyber Security Operating Guidelines, Work Instructions and Patching Standards	Cyber security operating guidance is documented through mandatory operating guidelines and work instructions, including defined standards for system use, governance arrangements for major technology decisions, and documented processes and responsibilities for system and application patching. Consequences for non compliance are defined and enforced.	C1) a, d C2) b C4) b	Associate Director Information Management		
PC7	Threat Monitoring Tools	Contemporary cyber threat monitoring tools (e.g. Splunk, Defender, Sentinel) are implemented and actively monitored to detect and respond to cyber security threats and inform KPI reporting.	C1) e C4) c	Associate Director Information Management		
PC8	Legacy System Lifecycle and Decommissioning Management	A formal lifecycle and decommissioning approach is applied to legacy and unsupported systems, including assessments of end of life risk and delivery of upgrade and replacement programs through a structured roadmap.	C2) a	Associate Director Information Management		
PC9	Technology Asset Register	A centralised technology asset register (including CMDB and physical hardware) is maintained to support asset management, renewals, and cyber risk visibility.	C2) a	Associate Director Information Management		
PC10	CIS Hardening Framework	The CIS hardening framework is applied to strengthen baseline system configurations and reduce cyber security vulnerabilities.	C1) d C2) b, c	Associate Director Information Management		
PC11	Cloud Security Assurance and Vendor Risk Assessment	Cloud services are subject to mandatory security assurance and vendor risk assessments prior to implementation, including evaluation of security controls, vendor capability and identity management arrangements to ensure compliance with defined standards.	C1) b C2) d C5) a, c	Associate Director Information Management		
PC12	User and Privileged Access Management	User and privileged access is centrally managed through defined provisioning, approval and decommissioning processes, with periodic access reviews and automated controls to disable inactive accounts and ensure access aligns with user roles.	C3) a, b, c C5) b	Associate Director Information Management		
PC13	EFTsure Payment File Validation	Monthly validation of payment files is performed through EFTsure controls via the banking provider to reduce fraud and payment redirection risks.	C4) a	Associate Director Information Management		
PC14	- Third Party User Account Management	- Third party users are issued controlled organisational accounts with defined access, monitoring, and management requirements.	C3) a, b C5) b	Associate Director Information Management		
PC15	Security Requirements in Contracts and SLAs	Cyber security obligations are embedded within cloud contracts and service level agreements to enforce vendor security and compliance requirements.	C2) d C5) a, b, c	Associate Director Information Management		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Implement SOAR technologies to automate cyber threat analysis, response, and mitigation activities across the organisation.		Associate Director Information Management	30-Jun-29
2	Document cyber security accountability and oversight arrangements in a formal operating guideline, clearly defining responsibilities from the COO through SRIA and ARC.		Associate Director Information Management	31-Dec-26
3	Deliver targeted cyber security training for high risk roles and vendor personnel, including focused training on phishing, vishing, and secure use of applications and technology hardware.		Associate Director Information Management	30-Jun-27

Risk 3 - Assets and infrastructure

Risk Owner: Tom McCready, Director - City Infrastructure

Risk Review Date:

Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	Inadequate information to make informed decisions	
a	Incomplete, inaccurate or outdated asset condition and performance data	PC8, PC10
b	Asset systems not integrated with financial, service or capital planning systems	PC11
c	Limited use of data and analytics to inform asset decisions and prioritisation	PC9, PC10
C2	Inadequate planning and decision making:	
a	Asset planning not clearly aligned to Council's strategic objectives and community priorities	PC2, PC9
b	Ineffective formal decision-making framework, resulting in asset owners and key decision makers unable to make informed decisions that balance cost, risk and performance.	PC2, PC4, PC12
c	Long term demand drivers (growth, climate, changing use) not adequately reflected in planning	PC2, PC9
d	Insufficient representation Asset Management capability into strategic planning / subordinate planning processes	PC2, PC5
C3	Insufficient Investment, Prioritisation & Funding	
a	Under-investment of asset renewal program - increasing 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.	PC1, PC4, PC9
b	Lifecycle costs not fully considered in investment decisions	PC2, PC12
c	Community Expectations/ Member Commitments drive asset management & funding decisions and this is not aligned with agreed asset management plans	PC4, PC13
C4	Inadequate Delivery, Capability & Resourcing	
a	Project delivery challenges, including supply chain risk, lack of skilled personnel and resources to deliver on program.	PC3, PC5, PC6
b	Limited organisational capability to plan, deliver and manage complex asset programs	PC5, PC6
c	Project Delivery is not programmed effectively, resulting in service disruptions (e.g. traffic, inability to secure contractors (market capacity), effectively procure)	PC3, PC4
C5	Poor Governance, Assurance & Decision Making	
a	Asset related risks not clearly articulated or escalated to decision makers	PC4, PC9
b	Inconsistent application of asset management principles across the organisation	PC6, PC7

Risk Event: Our assets and infrastructure do not meet community needs, and planning, systems and programs are not fit for purpose.

Target Risk Level: High

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Likely	Possible
Impact	Major	Moderate
Rating	Extreme	High

Worst case plausible scenario (current Risk): Either through gradual deterioration from ineffective maintenance or a sudden one off failure, critical assets fail, resulting in significant service disruption, safety impacts, unplanned costs and reputational damage (e.g. worst case could be a Major Asset Failure such as Torrens Weir or Adelaide Bridge)

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Increased capital and operating costs due to inefficient asset investment, unplanned renewals and reactive maintenance; cost overruns resulting from poor asset planning, prioritisation or sequencing; reduced ability to secure external funding or grants due to weak asset strategies and business cases.	MC1
CO2: Safety	Increased risk of injury or harm to the community, employees and contractors due to asset failures, degraded infrastructure or unsafe public spaces; heightened WHS risks arising from ageing assets and inadequate maintenance programs.	MC2, MC4
CO3: Environment	Environmental harm resulting from asset failures or inadequate infrastructure (e.g. wastewater overflows, stormwater impacts, erosion or contamination); reduced ability to protect and enhance natural assets due to misaligned or under resourced asset and infrastructure programs.	MC4
CO4: Reputation / Brand Image	Loss of community trust and confidence due to perceived failure to maintain assets and infrastructure that meet current and future needs; negative media attention and public criticism arising from visible asset failures or service complaints; perception that Council lacks long term planning and stewardship, or council is unprepared for foreseeable events.	MC3
CO5: Service Delivery	Service disruptions, reduced service quality or unmet community expectations due to unreliable or unsuitable assets; inefficient operations driven by reactive maintenance, workarounds or asset downtime; inability to support population growth, service changes or strategic objectives due to misaligned asset planning.	MC2, MC4

#	Preventative Control Name (In Place)	Control description	Cause mapping	Owner	Effectiveness	Key / Not key
PC1	Delivery of Asset Renewals & Ongoing Measurement of Asset Renewal Ratio	Deliver Asset Renewals in line with Council approved Asset Management Plans to ensure we are managing our assets in a financially sustainable manner. One of the key ratios Council is required to assess itself against is Asset Renewal Ratio (Target 100%).	C3) a	Associate Director Infrastruture		
PC2	Strategic Asset Management Plans	Strategic Asset Management Plans are maintained and reviewed on a four year cycle with annual updates and public consultation, ensuring alignment to the Strategic Plan. Plans incorporate lifecycle forecasting, integrated planning, asset upgrade opportunities, long term cost projections, and data driven analysis to inform investment decisions.	C2) a, b, c C3) b, d	Associate Director Infrastruture		
PC3	Project Management Framework	Implement and embed 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.	C4) a, c	Associate Director Governance & Strategy		
PC4	Project Change and Asset Investment Governance Forums	Formal governance forums (CTG, PCG and ARG) oversee project changes and asset investment decisions, including review, prioritisation and approval of scope, schedule, cost and renewal expenditure, with decisions documented and communicated in line with defined governance standards.	C2) b C3) a, c C4) c C5) a	Associate Director Governance & Strategy		

#	Mitigating control	Control description	Consequence mapping	Owner	Effectiveness
MC1	Insurance	Insurance arrangements are in place to partially offset financial losses arising from asset damage or failure, reducing the financial impact on Council.	CO1	Associate Director Governance & Strategy	
MC2	Business Continuity	Business continuity plans support the continuation or rapid restoration of critical services following asset failures or disruptive events.	CO5, CO2	Associate Director Governance & Strategy	
MC3	Internal Media Team	An internal communications capability is in place to manage stakeholder and community communications during asset incidents, reducing reputational and confidence impacts.	CO4	Associate Director Customer & Marketing	
MC4	Defer discretionary to prioritise high risk works	Council can defer discretionary or lower priority works to redirect resources toward critical or high risk assets, limiting safety, service and financial impacts.	CO2, CO5, CO3	Associate Director Infrastructure	

PC5	PMO Processes (CTG, PCG and ARG Meetings)	Effective PMO processes and systems including: Weekly and fortnightly meetings of the Change Triage Group (CTG), Project Control Group (PCG) and Asset Renewal Group (ARG) to recommend, govern and authorise changes to project scopes, schedules and cost, including options review, best delivery approaches, and allocation of expenditure for asset renewals.	C2) d C4) a, b	Associate Director Governance & Strategy		Linked to Financial
PC6	Project Manager Capability	Mandatory training for project managers internal requirements of capital delivery	C4) a, b C5) b	Associate Director Infrastruture		
PC7	Capital Delivery Compliance and Assurance	Maintain Project Managers awareness to CoA's internal framework and systems for capital delivery and run periodic review of compliance against these requirements.	C5) b	Associate Director Infrastruture		
PC8	Asset Condition Monitoring Regime	A defined asset condition monitoring regime is in place, specifying inspection frequencies by asset class and maintaining central tracking to ensure inspections are completed, current and inform asset risk and renewal decisions.	C1) a	Associate Director Infrastruture		
PC9	Strategic Asset Performance Monitoring	Strategic asset performance is monitored through defined reporting on asset risk, condition and service impacts to support informed decision making beyond expenditure based measures.	C1) c C2) a, c C3) a C5) a	Associate Director Infrastruture		
PC10	Asset Management System (Assetic Brightly)	Council utilises an enterprise asset management system (Assetic Brightly) with controlled user access and governance arrangements to support asset data integrity, lifecycle planning and decision making.	C1) a, c	Associate Director Infrastruture		
PC11	Integration Between Asset Management and Corporate Systems	Asset management systems interface with corporate systems (T1) to support consistent asset data and planning inputs, with identified limitations in integration with capital and work planning informing ongoing improvement opportunities.	C1) b	Associate Director Infrastructure		
PC12	Business Case and Cost Estimation for Major Projects	Robust business case development and cost estimation processes are applied to major asset projects to support informed investment decisions and whole of life financial consideration.	C2 b C3) b	Associate Director Infrastruture		
PC13	Assessment of Urgent Member or Community Driven Asset Requests	A formal process exists for evaluating urgent member or community driven asset funding requests, with governance arrangements under review to improve consistency, prioritisation and alignment to strategic and asset planning frameworks.	C3) c	Associate Director City Culture		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Maintain Project Managers awareness (including mandatory training) to CoA's internal framework and systems for capital delivery and run periodic review of compliance against these requirements.		Associate Director Governance & Strategy	This is currently occuring.
2	Maintain minimum standards for presentation and decision making through CTG including details of cost, time and quality implications for assets. Ensure CTG minutes and decisions are disseminated to relevant stakeholders		Associate Director Governance & Strategy	31-Dec-26
3	Develop and implement enhanced performance metrics and reporting for Asset Management Plans, including regular Council level reporting on asset risk, condition and service impacts, and assess asset renewal funding on a rolling multi year basis.		Associate Director Infrastructure	31-Dec-27
4	Progressively incorporate climate projections, lifecycle costing, criticality analysis and 'like for resilient' renewals into Asset Management Plans and ensure asset and infrastructure design principles are considered and updated.	linked to climate	Associate Director Infrastructure	30-Apr-29

Risk 4: Business Resilience

Risk Owner: Anthony Spartalis, Chief Operating Officer
Risk Review Date:
Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	Lack of defined Governance, Roles & Accountability for disruptions	
a	Roles and decision making authority during disruption events are unclear or untested	PC4, PC6
b	Business continuity responsibilities not clearly owned at an executive level and SLT	PC1, PC8
c	Inconsistent oversight of disruption risks across the organisation	PC1, PC2
C2	Poor Risk Identification & Preparedness	
a	Critical services and dependencies not clearly identified or prioritised	PC8, PC9
b	Business impact analysis not routinely updated to reflect current operations	PC9
c	Emerging disruption risks (climate, cyber, supply chain) not systematically assessed	PC1, PC7
C3	Inadequate Planning, Frameworks & Integration	
a	Business continuity, security, and emergency plans not aligned with operational realities	PC4, PC5, PC8, PC12
b	Poor integration between business continuity, emergency management and ICT recovery planning	PC4, PC8, PC11, PC12
c	Plans focus on documentation rather than practical response capability	PC6, PC7, PC12
C4	Insufficient Capability and Testing	
a	Insufficient staff capability or training to respond effectively during disruptions	PC6, PC13
b	Limited or infrequent exercising of disruption response arrangements	PC7
c	Lessons learned from incidents or exercises not consistently embedded	PC1, PC7
d	Weak coordination and/or relationships/communication channels with third parties who we depend on	PC2, PC3
C5	Third Party & Interdependency Risk	
a	Dependence on external providers without clear continuity expectations	PC2, PC8
b	Limited visibility of third party failure impacts on essential services	PC9, PC10
c	Weak coordination with partners during multi agency disruption events	PC3, PC7

Risk Event: Our preparation or response to disruptions of essential services and operations due to unforeseen events is inadequate.

Target Risk Level: Moderate

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Possible	Possible
Impact	Major	Moderate
Rating	High	High

Worst case plausible scenario (current Risk): Failure to adequately prepare for or respond to a major disruption (e.g. security incident, pandemic, earthquake or flood) results in ineffective response and prolonged service disruption, exposing Council to safety risks, significant financial impacts and reputational damage.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Increased costs from emergency response, recovery and service restoration; unplanned expenditure for repairs, temporary arrangements and external support; higher insurance premiums, reduced insurability and uninsured losses following major disruptions; and reduced capacity to fund planned initiatives due to budget reallocation.	MC2, MC4
CO2: Safety	Increased risk of injury or harm to community members, employees and contractors due to service outages, infrastructure failure or inadequate emergency response; heightened psychosocial risks arising from stress, fatigue and extended disruption periods.	MC1
CO3: Environment	Environmental harm or secondary incidents resulting from loss of control over assets or services (e.g. wastewater, waste, drainage or fuel systems) during disruptions; delayed response exacerbates pollution, contamination or degradation of natural assets.	MC1, MC4
CO4: Reputation / Brand Image	Loss of community trust and confidence in Council's ability to manage emergencies and maintain essential services; negative media coverage, public criticism or political scrutiny following prolonged or poorly managed disruptions; perception that Council is unprepared for foreseeable events.	MC1, MC3
CO5: Service Delivery	Extended disruption or suspension of essential services and operations; inability to meet service level expectations or statutory obligations during events; inefficient recovery due to lack of clarity over priorities, roles, dependencies or recovery time objectives.	MC1, MC5

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	Emergency Management Steering Committee meetings	Bi monthly meetings of the Emergency Management Steering Committee provide executive oversight of emergency management arrangements, preparedness, risks, and improvement actions across Council.	C1) b, c C2) c C4) c	Associate Director Governance & Strategy		
PC2	Security Management Committee meetings	Bi monthly Security Management Committee meetings are held with the contracted security provider (Wilson), supported by monthly performance reporting and KPI monitoring to oversee security risks and incidents.	C1) c C4) d C5) a	Associate Director Governance & Strategy		
PC3	ZEMC Committee Meetings	Council participates in the Eastern Adelaide Zone Emergency Management Committee on a quarterly basis to support regional coordination, information sharing and alignment with external emergency management arrangements.	C4) d C5) c	Associate Director Governance & Strategy		

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key
MC1	Incident Review and Lessons Learned	A structured incident review and investigation process is undertaken following disruptions to identify root causes, capture lessons learned and drive corrective actions to strengthen future resilience.	CO5, CO4, CO3, CO2	Associate Director Governance & Strategy		
MC2	Insurance Coverage	Insurance arrangements are in place to partially offset financial losses arising from disruptive events, reducing the financial impact on Council operations and recovery efforts.	CO1	Associate Director Governance & Strategy		
MC3	Media and Public Communications Response	Defined media response and public notification processes, including escalation channels, support timely, coordinated communication during disruption events to manage community expectations and reputational impacts.	CO4	Associate Director Customer & Marketing		

PC4	Emergency Management Framework	An overarching Emergency Management Plan defines what constitutes an emergency and sets out clear roles, responsibilities and command structures to be followed during emergency events, including clear escalation and communication pathways define what constitutes a disruption or emergency and who to contact.	C1) a C3) a, b	Associate Director Governance & Strategy		
PC5	Site Based Emergency Planning	Site specific emergency management plans are maintained for Council facilities, including evacuation procedures and emergency response instructions, and are reviewed on a scheduled cycle and following site changes.	C3) a	Associate Director Governance & Strategy		
PC6	Council Commanders Capability	Trained Council Commanders are maintained, with quarterly training to ensure emergency leadership capability.	C1) a C3) c C4) a	Associate Director Governance & Strategy		
PC7	Emergency and Disruption Scenario Testing	An annual program of internal and multi agency scenario exercises is conducted to test emergency response, escalation processes and inter agency coordination.	C2) c C3) c C4) b, c C5) c	Associate Director Governance & Strategy		
PC8	Business Continuity Governance and Framework	A Business Continuity framework defines how Business Continuity Plans are developed, maintained and governed, including the use of Business Impact Assessments to determine critical services and recovery priorities.	C1) b C2) a C3) a, b C5) a	Associate Director Governance & Strategy		
PC9	Business Impact Assessments (BIA)	Business Impact Assessments are refreshed at least every two years and reviewed and endorsed by the Coordinator, Security and Emergency Management to ensure consistent assessment of business criticality.	C2) a, b C5) b	Associate Director Governance & Strategy		
PC10	Business Continuity Plans (BCPs)	Business Continuity Plans are developed for critical functions based on BIAs, with clear ownership, defined recovery strategies, and central availability to staff via an internal webpage.	C5) b	Associate Director Governance & Strategy		
PC11	ICT Disaster Recovery Arrangements	ICT disaster recovery processes define critical systems, recovery objectives and workaround arrangements.	C3) b	Associate Director Information Management		
PC12	Protection of Critical Records and Assets	Heritage and archive materials are protected through physical and environmental controls, including VESDA systems.	C3) a, b, c	Associate Director Information Management		
PC13	Emergency Response and Safety Training	Emergency evacuation, fire warden and aggression management training supports safe response to incidents involving people risk.	C4) a	Associate Director Governance & Strategy		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Develop and implement a new suite of Business Continuity Plans focused on Council's core critical business functions.		Associate Director Governance & Strategy	31-Dec-26
2	Develop and implement a Security Framework to support organisational resilience and protection of critical assets and operations.		Associate Director Governance & Strategy	31-Dec-26
3	Develop and maintain a forward emergency exercise and testing schedule to regularly test business continuity and emergency response arrangements.		Associate Director Governance & Strategy	31-Dec-26
4	Develop a Recovery Plan (community and operational) for major disruption scenarios (e.g. earthquakes, natural disasters, pandemics), clearly defining Council's role and responsibilities in community recovery.		Associate Director Governance & Strategy	31-Dec-27

MC4	Budget Re-prioritisation	Council can re prioritise budgets following disruption events to redirect resources toward response and recovery activities, supporting service restoration and continuity.	CO1, CO5, CO3	Associate Director Finance & Procurement		

Risk 5: Climate Resilience

Risk Owner: Ilia Houridis, Director - City Shaping

Risk Review Date:

Next Review Date:

C1	**Lack of Governance & Strategic Direction**	
a	Climate risk not clearly owned or overseen at an executive and council level	PC9, PC12
b	Climate adaptation not consistently embedded in Council decision making	PC1, PC9, PC12
c	Limited accountability for climate outcomes across the organisation	PC9, PC12, PC13
d	Regulatory, legal, behaviour and market shifts related to emissions reduction, asset devaluation, litigation and disclosures not effectively integrated into Council's policy	PC4, PC19
e	Failure to leverage Adelaide's climate leadership to attract investment, talent and partnerships.	PC11
C2	**Ineffective climate risk identification and planning;**	
a	Climate risks to assets, services and communities not fully identified	PC4, PC9
b	Ineffective planning for the impacts of climate change on Council infrastructure, park lands, open space, biodiversity and cultural landscapes, threatening environmental values, service levels and economic outcomes.	PC6, PC8
c	Failure to integrate increasing frequency, severity and complexity of extreme weather events - heat, drought, flooding, storms, and air pollution (smoke and dust)	PC4, PC5, PC6
C3	**Lack of appropriate actions to address climate impacts**	
a	Ineffective policies and preparedness to manage prolonged heat, extreme weather and cascading impacts on community health, safety, social cohesion and frontline service capacity.	PC3, PC5, PC7, PC13
b	Inability to adequately prepare for impacts from extreme weather events (e.g. increased and prolonged heatwaves, increased flooding and urban heat island effects.)	PC5, PC6
c	Climate considerations not fully integrated into asset, service and financial planning	PC1, PC6, PC8, PC10, PC14
d	Adaptation actions not clearly prioritised or sequenced	PC1, PC10, PC13
e	Weak alignment across Council (administration and councillors) with respect to delivery of climate strategies and programs	PC9, PC12
f	Limited evaluation of climate resilience in project design	PC6
C4	**Inadequate investment/ funding**	
a	Inability to prioritise and fund key initiatives to mitigate impacts of Climate Change (including consideration of future legislative changes.)	PC1, PC2, PC10
b	Capital and renewal programs do not adequately incorporate climate risk and response	PC6
c	Under-investment or untimely investment in adaptation, mitigation and emergency preparedness	PC2, PC10
C5	**Lack of appropriate data capture and monitoring**	
a	Limited asset level climate vulnerability and condition data & monitoring	PC6, PC8
b	Inadequate tools to assess climate impacts on infrastructure and environment	PC4, PC9
c	Performance of climate actions not clearly measured or reported	PC9, PC13
d	Gaps in climate and hazard data, asset and financial modelling, governance and capability	PC4, PC9

Risk Event: Harm from physical and transitional climate risks to community health and safety, service delivery, Council's built and natural assets, financial sustainability and reputation

Target Risk Level: High

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Likely	Possible
Impact	Major	Moderate
Rating	Extreme	High

Worst case plausible scenario (current Risk): Failure to protect workers and future proof Council assets against escalating climate impacts leads to asset failure, safety incidents, service disruption, unplanned financial costs and reputational damage.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Increased capital and operating costs from climate related asset damage; higher insurance premiums, reduced insurability and unfunded renewal liabilities; greater budget volatility and exposure to unfunded recovery costs; and reduced access to climate related funding due to inadequate preparedness.	
CO2: Safety	Increased risk of injury or harm to community members, workers and contractors arising from extreme heat, flooding, bushfire, storms or failure of climate exposed infrastructure; increased emergency response demands exceeding Council's capacity. Adverse health, safety and wellbeing outcomes for residents, workers, visitors and vulnerable communities	
CO3: Environment	Degradation or loss of natural assets, biodiversity and ecosystems due to inadequate climate adaptation or mitigation measures; increased environmental incidents such as erosion, pollution or habitat loss exacerbated by climate impacts.	
CO4: Reputation	Loss of community trust and confidence due to perceived failure to manage climate risks, with adverse media scrutiny and reduced credibility with government and partners; decline in the city's reputation, liveability and competitiveness.	
CO5: Service Delivery	Disruption to essential services from climate related asset failures and extreme events, resulting in reduced service reliability and slower recovery; diversion of resources to response and recovery; and impacts on workforce health and wellbeing, particularly for outdoor roles.	

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	Prioritisation Process	Use of ICS for prioritisation process for the Annual Business Plan and Budget aligned to climate risk	C1) b C3) c, d C4) a	Associate Director Park Lands, Policy & Sustainability		

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness
MC1	Nil				

PC2	Climate Action Initiative Fund	Preservation of a percentage of rate for Climate Change Action Initiative Fund	C4) a, c	Associate Director Park Lands, Policy & Sustainability		
PC3	Working in Heat, Extreme Weather and Fatigue Management Framework	A coordinated framework is implemented to manage risks associated with heat, extreme weather and fatigue, supported by documented procedures and embedded into operating processes and risk assessments.	C3) a	Associate Director People		Linked to People
PC4	Knowledge Development	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 adaptation partnerships (e.g. Resilient East)	C1) d C2) a, c C5) b, d	Associate Director Park Lands, Policy & Sustainability		
PC5	Urban Heat Mitigation and Extreme Heat Response	Accelerated urban heat management: urban greening, 24/7 refuge stops, cool wayfinding tool, heat health warnings, event scheduling and contingencies, community centres and libraries	C2) c C3) a, b	Associate Director Park Lands, Policy & Sustainability		
PC6	Climate Informed Stormwater and Built Infrastructure Resilience Management	Stormwater and built infrastructure are managed through a climate informed Stormwater Management Plan, supported by condition monitoring and maintenance. Controls include investment in priority cooling, refuge and flood mitigation infrastructure in high risk locations, climate resilient design, flood mitigation assets, and the integration of WSUD/BSUD initiatives to reduce climate related asset risks.	C2) b, c C3) b, c, f C4) b C5) a	Associate Director Infrastructure		
PC7	Extreme Weather Homelessness Support Programs	Homelessness supports: Adelaide Zero Project, Safer Places to Gather initiative, Code Red and Blue activations	C3) a	Associate Director Park Lands, Policy & Sustainability		
PC8	Resilient Natural and Cultural Asset Management	Resilient natural and cultural assets: climate-resilient tree trials and research partnerships, Aboriginal Rangers Program, cultural burns, Key Biodiversity Area management plans and corridor mapping, Glenelg Adelaide Recycled Water System (partial irrigation coverage)	C2) b C3) c C5) a	Associate Director Park Lands, Policy & Sustainability		
PC9	Climate Governance, Risk and Disclosure Framework	Climate governance and risk: Implementing the Integrated Climate Strategy 2030 and ICS Governance Framework, including proactive AASB-aligned sustainability disclosures and a detailed Climate Risk and Opportunity Register (annually assessed)	C1) a, b, c, d C2) a C3) e C5) b, c, d	Associate Director Park Lands, Policy & Sustainability		
PC10	Integrated climate strategy is costed and prioritised	Funding for climate based on costed and prioritised actions to address strategies	C3) c, d, C4) a, c	Associate Director Park Lands, Policy & Sustainability		
PC11	Climate Leadership and Network Participation	Active involvement in climate networks (Global Covenant of Mayors (GCoM), International Council for Local Environmental Initiatives (ICLEI), Carbon Neutral Cities Alliance, Capital City Council Lord Mayor, Climate Emergency Australia (CEA), Resilient East), COP31 bid and associated leadership promotion	C1) e	Associate Director Park Lands, Policy & Sustainability		
PC12	Integrated Climate Strategy Steering Committee	Provides executive level governance and oversight of climate adaptation and mitigation priorities, ensuring alignment to the Integrated Climate Strategy and accountability for delivery.	C1) a, b, c C3) e	Associate Director Park Lands, Policy & Sustainability		
PC13	Climate Risk & Opportunity Action Tracking	Tracks and monitors delivery of actions from the Climate Risk & Opportunity Register to support timely implementation and ongoing review of climate risk treatments.	C1) c C3) d C5) c	Associate Director Park Lands, Policy & Sustainability		
PC14	Climate Informed Asset Management Planning	Progressively incorporate climate projections, lifecycle costing, criticality analysis and 'like for resilient' renewals into Asset Management Plans and ensure asset and infrastructure design principles are considered and updated.	C3) c	Associate Director Infrastructure		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Finalise plan to reduce urban heat and improve thermal comfort in priority areas.		Associate Director Park Lands, Policy & Sustainability	30-Jun-28
2	Identify opportunities to reduce embodied carbon through alternative materials and design specifications.		Associate Director Infrastructure	30-Jun-27
3	Strengthen emergency response arrangements for heat, smoke and flood events.		Associate Director Governance & Strategy	31-Dec-26
4	Assess the need to develop and implement a Natural Asset Management Plan		Associate Director Infrastructure	30-Jun-27

MC2					

Risk 6: Statutory and Regulatory

Risk Owner: Jo Podoliak, Director - City Community

Risk Review Date:

Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	**Inadequate governance, capability and control over statutory and regulatory functions**	
a	Governance arrangements, delegations and internal controls over statutory decision making are unclear or inconsistent, leading to invalid, inconsistent or unlawful regulatory outcomes.	PC4, PC7
b	Limited understanding across the organisation of what activities must be regulated and the extent of Council's statutory obligations.	PC2, PC3, PC7
c	Insufficient capacity, resourcing or competency of staff undertaking regulatory functions, resulting in errors, delays or failure to meet legislative requirements.	PC3, PC5, PC6
d	Regulatory obligations imposed by higher levels of government are impractical or uneconomic for Council to administer effectively.	PC2, PC5
C2	**Poorly designed and inconsistently applied regulatory approval processes**	
a	Poorly designed, undocumented or inconsistent permitting, licensing and approval processes across regulatory activities (e.g. events, food safety, traffic management, development and third party activities).	PC1, PC4, PC7
b	Lack of standardisation and quality assurance, increasing the likelihood of unsafe, non compliant or unlawful approvals..	PC3, PC7
C3	**Ineffective incident escalation, inspection and enforcement practices**	
a	Failure to act on, escalate or appropriately investigate incidents, complaints or intelligence from the public, allowing known safety or compliance issues to persist.	PC1, PC9
b	Ineffective or inconsistent inspection, monitoring and enforcement activities, resulting in non compliance or unsafe conditions not being identified or addressed.	PC1, PC8
C4	**Insufficient information systems and data to support regulatory oversight**	
a	Inadequate information systems, records and data to support regulatory decisions and track compliance history, repeat offenders or emerging risks.	PC5, PC9
b	Limited visibility of legacy or intervention identified compliance issues, leading to reactive rather than proactive regulatory management (e.g. Disability Discrimination Act non compliance).	PC5, PC8, PC9

Risk Event: Our failure to deliver statutory and regulatory requirements and manage public safety poses legal and reputational risks to the organisation.

Target Risk Level: Moderate

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Possible	Unlikely
Impact	Moderate	Moderate
Rating	High	Moderate

Worst case plausible scenario (current Risk): Council fails to effectively discharge its regulatory functions (e.g. food safety inspections, tree management, building compliance and public lighting oversight), resulting in a preventable incident that causes harm to the public or environment, triggers regulatory investigation and adverse media coverage, and exposes Council to findings of maladministration.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Regulatory penalties, fines and infringement notices; legal, investigation and advisory costs arising from regulator action; loss of grant funding or increased cost of insurance or financing due to non compliance.	MC1, MC2
CO2: Safety	Increased risk of injuries or incidents to employees and the public due to failure to comply with required standards, regulations, or codes of practice.	MC1
CO3: Environment	Environmental harm or pollution incidents resulting from failure to regulate environmental requirements; enforcement action and mandatory remediation, monitoring or corrective works.	MC1, MC2
CO4: Reputation / Brand Image	Loss of community trust and confidence due to perceptions of unlawful or poor governance; negative media coverage, public scrutiny or findings of maladministration; increased regulatory oversight or intervention.	MC2, MC3
CO5: Service Delivery	Disruption or delays to service delivery and projects due to compliance failures or enforcement action; diversion of resources away from service delivery to manage remediation, reporting and regulatory response. Do not fulfil requirements to administer.	MC1, MC2, MC3

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	Compliance and Enforcement Policy	A documented compliance and enforcement policy defines how and when Council responds to community complaints, including the use of proportionate and risk based enforcement actions.	C2) a C3) a, b	Associate Director Regulatory Services		
PC2	Formal Regulatory Liaison with the Local Government Association	Established communication channels with the Local Government Association support timely awareness of upcoming regulatory, legislative or sector wide changes affecting Council.	C1) b, d	Associate Director Regulatory Services		
PC3	Accreditation Requirements and Role Specifications	Accreditation requirements and role specific job specifications are defined, maintained and monitored to ensure staff undertaking regulatory functions meet relevant professional and statutory standards.	C1) b, c C2) b	Associate Director Regulatory Services		
PC4	Legislative Delegations and Authorised Officers Framework	A formal legislative delegations instrument, authorised officers register, onboarding and approval process (Director and CEO sign off), and revocation process are maintained.	C1) a C2) a	Associate Director Governance & Strategy		Linked to governance
PC5	Regulatory Activity Reporting and KPI Monitoring	Internal reporting and KPI monitoring track regulatory activity volumes (e.g. food inspections) and assess whether staffing levels and resources are sufficient to meet statutory requirements.	C1) c, d C4) a, b	Associate Director Regulatory Services		
PC6	Standard Operating Guidelines and Legally Reviewed Permit Conditions	Standard operating guidelines and legally reviewed permits and conditions support consistent, lawful and defensible regulatory decision making.	C1) a, b C2) a, b	Associate Director Regulatory Services		
PC7	Mandated Inspection and Monitoring Program	Inspection and monitoring activities are undertaken consistently for regulatory functions that Council is mandated to perform, in accordance with legislative requirements.	C3) b C4) b	Associate Director Regulatory Services		

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key
MC1	Incident Management Process	A formal incident management and regulatory reporting framework is implemented to ensure incidents are promptly identified, assessed, escalated and reported in accordance with statutory and regulatory obligations.	CO1, CO2, CO3, CO5	Associate Director Governance & Strategy		
MC2	Legal Recourse	Formal legal frameworks, including access to internal and external legal counsel, are in place to manage regulatory breaches, support compliance obligations, and pursue or respond to legal actions in a timely and consistent manner.	CO1, CO3, CO4, CO5	Associate Director Governance & Strategy		
MC3	Media Response	A structured media and communications protocol is implemented to ensure accurate, timely and compliant public disclosures, including coordination with legal and regulatory requirements during incidents to protect Council's position and reputation.	CO4, CO5	Associate Director Customer & Marketing		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Deliver regular refresher training on the compliance and enforcement policy to reinforce consistent and proportionate regulatory decision making across relevant staff.		Associate Director Regulatory Services	31-Dec-26

2	Progress the CRM program to support strategic relationship and regulatory management, including clear ownership, defined engagement protocols, and consistent capture of contacts, permits, inspections, complaints and compliance actions. Establish an organisation wide complaints framework with defined triage, categorisation, closure and reporting requirements		Associate Director Information Management / Associate Director Customer & Marketing	30-Jun-29
3	Implement a process to monitor arrangements for City Works and similar permits to ensure compliance expectations are consistently tracked and enforced following permit issuance.		Associate Director Regulatory Services	30-Jun-27
4	Define and propose government imposed regulatory costs budgeting and planning processes to ensure funding and resourcing for new or amended regulatory obligations are appropriately considered by Council.		Associate Director Regulatory Services	30-Jun-27

Risk 7: Stakeholder management

Risk Owner: Anthony Spartalis, Chief Operating Officer
Risk Review Date:
Next Review Date:

C1	**Fragmented and inconsistent stakeholder and partnership management arrangements**	
a	Magnitude and sophistication of stakeholder environment (lots of touch points, high effort, high complexity)	PC6, PC7, PC8, PC15
b	Stakeholder engagement and partnership activities are managed inconsistently across business units rather than through a single, coordinated framework	PC2, PC14
c	Absence of a common methodology for stakeholder identification, analysis, prioritisation and engagement planning	PC2, P14, PC15
d	Inconsistent documentation of stakeholder commitments, issues and relationship history reduces organisational continuity	PC6, PC11, PC15
e	Reliance on individual relationships rather than system based management increases key person risk	PC1, PC14
f	Lack of clarity over what partnerships/relationships are required to fulfill strategic objectives	PC3, PC9, PC14
C2	**Unclear governance, roles and accountabilities for key relationships**	
a	Ownership of critical stakeholder and partner relationships is not clearly defined or formally assigned	PC1, PC9
b	Escalation pathways for relationship risks, disputes or reputational issues are unclear or inconsistently applied	PC10, PC11
c	Overlap or gaps in responsibility between elected members, executives and operational leaders create confusion	PC1, PC4, PC13
d	Decision making authority in partnerships is not always aligned with accountability for outcomes	PC9
C3	**Insufficient capability and capacity to manage complex stakeholder environments**	
a	Limited training and development in stakeholder management, negotiation and partnership leadership for managers and staff	PC2, PC4, PC12
b	High workloads and competing priorities reduce time available to proactively manage relationships	PC6, PC11
c	Specialist engagement skills are not consistently embedded in project and operational teams	PC7
d	Turnover in key roles disrupts relationship continuity and trust	PC13, PC14, PC15
C4	**Ineffective communication and engagement practices**	
a	Engagement approaches are reactive, transactional or compliance driven rather than strategic and relationship focused	PC2, PC8
b	Inconsistent messaging across the organisation leads to confusion, misalignment and reduced stakeholder confidence	PC1, PC5, PC12
c	Feedback from stakeholders is not systematically captured, analysed or used to inform decisions (e.g. no tracking of stakeholders, associated engagement, etc)	PC6, PC11
d	Lack of defined measures or indicators to assess the health and effectiveness of key relationships and partnerships	PC6, PC11

Risk Event: Our management of relationships and partnerships with external stakeholders is ineffective.

Target Risk Level: Moderate

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Possible	Unlikely
Impact	Moderate	Moderate
Rating	High	Moderate

Worst case plausible scenario (current Risk): Poorly managed external relationships result in reputational damage with senior government and key partners, leading to loss of external funding, reduced partnership value and inability to meet strategic objectives, and long term reluctance of stakeholders to collaborate with Council.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Loss of external funding and co investment due to poor stakeholder relationships; increased legal and advisory costs from partnership disputes; and reduced financial or in kind value realised from collaborations.	
CO2: Safety	Generally indirect, but could involve safety incidents etc due to poor coordination with third parties.	
CO3: Environment	Generally indirect, but inadequate engagement with regulators, contractors or partners leads could lead to non compliance or failures in environmental controls. Weak collaboration could also lead to failure to meaningfully impact things like climate change.	
CO4: Reputation / Brand Image	Loss of trust with community, partners and government stakeholders, with perceptions of poor transparency and responsiveness; adverse publicity from disputes or failed partnerships; and reduced willingness of external organisations to collaborate with Council.	MC1
CO5: Service Delivery	Poor coordination with key stakeholders results in service interruptions, misaligned priorities or implementation delays.	MC1

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	Council Spokesperson and Communication Authority	Formal spokesperson arrangements designate the Lord Mayor as Council spokesperson and the CEO for administration to ensure consistent, authorised messaging across media, government and external stakeholders, with delegated authority where required.	C1) e C2) a, c C4) b	OCEO		
PC2	Community Engagement Policy and Framework Review	Community consultation activities are conducted in accordance with endorsed community engagement and consultation policies. The community engagement framework is periodically reviewed to assess effectiveness and identify opportunities for continuous improvement in stakeholder engagement.	C1) b, c C3) a C4) a	Associate Director Governance & Strategy		

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key
MC1	Media Response	A formal media and communications protocol is in place to ensure timely, accurate and consistent public messaging, including defined approval processes, designated spokespersons, and coordinated stakeholder engagement to protect Council's reputation and maintain stakeholder confidence during incidents.	CO4, CO5	Associate Director Customer & Marking		

PC3	Public Transparency Policy Implementation	The Public Transparency Policy is implemented to promote openness in Council decision making, information disclosure and stakeholder visibility.	C1) f	Associate Director Governance & Strategy		
PC4	Digital Communications Governance and Media Monitoring	Policies and practices govern website and social media content to ensure information remains accurate, current and aligned with Council decisions, priorities and services, supported by ongoing media monitoring.	C4) b	Associate Director Customer & Marketing		
PC5	Customer Insights Data Integration	Customer and stakeholder insights data is integrated across systems to improve understanding of stakeholder needs, feedback and engagement effectiveness.	C1) a, d C3) b C4) c, d	Associate Director Customer & Marketing		
PC6	Precinct Community Voice Groups	CoA coordinates precinct based community voice groups, which are governed by TOR and minuted, and provide structured mechanisms for Council and Councillors to hear and respond to local community perspectives.	C1) a C3) c	GM AEDA		
PC7	Proactive Community and Stakeholder Communications	Regular online communications are delivered to defined stakeholder groups to support proactive engagement and information sharing.	C1) a C4) a	Associate Director Customer & Marketing		
PC8	Capital City Committee Engagement	The Lord Mayor proactively participates in Capital City Committee meetings to strengthen inter government relationships and identify partnership and funding opportunities.	C1) f C2) a, d	OCEO		
PC9	Stakeholder Escalation and Feedback Pathways	Clear escalation and feedback pathways enable stakeholders to raise issues through Councillors, formal Council processes and service channels, with performance monitored via CEO scorecard measures.	C2) b	Associate Director Governance & Strategy		
PC10	Councillor Requests and Engagement Performance Monitoring	Quarterly monitoring of councillor requests, complaints, customer satisfaction and service interactions is reported through the CEO scorecard using systems such as Freshdesk.	C1) d C2) b C3) b C4) c, d	Associate Director Governance & Strategy		
PC11	Media Training Program	Media training is delivered at least every two years to operational staff and made available to Councillors to support effective and compliant stakeholder communications.	C3) a C4) b	Associate Director Customer & Marketing		
PC12	Election Caretaker Period Stakeholder Management	Processes are in place to manage stakeholder communications and commitments during election caretaker periods, including engagement with incoming Elected Members to support alignment and expectation management.	C2) c C3) d	Associate Director Governance & Strategy		
PC13	Structured Stakeholder Relationship Framework	Documented structures are in place to support proactive management of key stakeholder and inter government relationships, with an opportunity to consolidate information through a central relationship management approach.	C1) b, c, e, f C3) d	Associate Director Governance & Strategy		
PC14	Stakeholder Register and Membership Oversight	A comprehensive stakeholder register and records of membership organisations are maintained to support visibility of key relationships and engagement activities.	C1) a, c, d C3) d	Associate Director Customer & Marketing		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Progress the CRM project to define and implement use cases for managing strategic third party relationships, including clear ownership, engagement frequency, contact recording and alerts, governed under an agreed stakeholder management framework.		Associate Director Information Management	30-Jun-29
2	Complete the internal audit on third party relationship management and implement agreed recommendations to strengthen preventive controls and address identified gaps against each underlying cause.		Associate Director Governance & Strategy	31-Mar-27

Risk 8: People and Talent

Risk Owner: Anthony Spartalis, Chief Operating Officer

Risk Review Date:

Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	**Workforce planning is ineffective or not future focused**	
a	Council does not have a current, evidence based workforce plan aligned to service demand and strategic priorities	PC9, PC10
b	Future capability and capacity requirements are not clearly defined or monitored (this could include failure to consider disruptors such as AI, and other changes such as transition to EV fleet etc)	PC9, PC10
c	Reliance on reactive recruitment rather than planned workforce supply	PC2, PC3, PC10
d	Limited consideration of labour market constraints and demographic change	PC1, PC4, PC10
e	Lag between identification of future capability needs and recruitment or development action	PC2, PC3, PC10, PC11
C2	**Limited Ability to Attract and Retain Critical Skills**	
a	Remuneration, conditions, or role design are not competitive for critical skill sets	PC3, PC4
b	Council brand and employee value proposition are not clearly articulated	PC1
c	Recruitment processes are slow, complex, or inflexible	PC3
d	Remuneration and employment conditions not competitive with market (e.g. bound by enterprise agreements/award structures, perception of lower earning potential compared to State or private)	PC3, PC4
e	Ineffective advertising of positions (e.g. method of recruitment, reach of advertising, etc)	PC1, PC3
f	Limited career pathways or development opportunities.	PC2, PC5, PC11
g	Loss of experienced staff without effective knowledge transfer.	PC14
h	Insufficient focus on engagement and retention of high risk or specialist roles and/or high performers.	PC5, PC6, PC7, PC8, PC12
i	Inadequate succession planning.	PC2, PC5, PC9, PC10, PC11
C3	**Ineffective work health and safety (WHS) management system that does not adequately address evolving operational and climate related risks**	
a	Failure to identify elevated psychosocial risk / to manage these effectively	PC12, PC15
b	WHS management systems do not adequately address operational risks	PC15, PC16
c	Limited integration of climate related health risks (e.g. heat stress, fatigue, dehydration, altered work patterns) into risk assessments, safe work procedures and workforce planning.	PC15
d	Insufficient specialist capability and capacity to interpret and implement evolving WHS and regulatory expectations across diverse operational environments.	PC15, PC16
e	Inconsistent application of WHS systems, controls and supervision across business units, contractors and operational settings.	PC15, PC16
f	Weak assurance, monitoring and continuous improvement mechanisms, limiting early identification of systemic WHS, compliance and climate related safety risks.	PC16
g	Inadequate governance and oversight of third party WHS risks, including inconsistent application of safety requirements and limited monitoring of contractor compliance and capability.	PC19, PC20, PC21
C4	**Weak Workforce Culture, Engagement and Industrial Governance**	

Risk Event: Our ability to attract and retain sufficient capacity and skills to effectively operate while maintaining work health & safety compliance is inadequate.

Target Risk Level: Moderate

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Possible	Possible
Impact	Moderate	Moderate
Rating	High	High

Worst case plausible scenario (current Risk): A localised failure in WHS/psychosocial risk management results in a serious preventable workplace incident causing a Lost Time Injury or death, triggering regulatory investigation, increased costs, reputational damage, and temporary service disruption.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Reliance on contractors, agency staff or overtime to backfill capability gaps, often at a premium cost. Increased WHS incidents arising from workforce fatigue, insufficient supervision, or inadequately trained staff. Fines, prosecutions or legal expenses resulting from WHS non compliance or breaches of duty of care. Inefficient use of capital and operational funding.	MC1, MC4
CO2: Safety	Increased workplace injuries and incident- Insufficient staffing levels, high workloads and fatigue elevate safety risks for frontline and operational staff. Psychosocial harm to employees and Burnout, stress, bullying and fatigue increase due to chronic resourcing shortages and role overload.	MC1
CO3: Environment	Environmental incidents arising from inadequate capability or supervision (e.g. errors in asset maintenance, waste, water or land management caused by skill shortages or inexperienced staff.)	MC3
CO4: Reputation / Brand Image	Loss of community confidence in Council's competence and safety culture & Public perception that Council cannot safely or effectively manage its workforce or services. Negative media and stakeholder scrutiny following WHS incidents Serious incidents or prosecutions attract adverse media attention and reputational damage.	MC2
CO5: Service Delivery	Reduced service capacity and reliability - Vacancies, high turnover and skill gaps lead to service delays, backlogs and reduced service quality. Increased operational risk and error rates - Staff working outside their capability or experience increases the likelihood of mistakes and rework.	MC1, MC3

a	Poor staff engagement and/or lack of a consistently positive organisational culture.	PC5, PC6, PC7, PC8, PC12
b	Council has not fully identified or tracked industrial and employment legislative obligations or established plans to ensure compliance (including payroll configuration).	PC14
c	Key person dependencies in payroll and industrial interpretation, compounded by highly manual processes.	PC14
d	Ineffective industrial engagement, including engagement with unions and employee representatives.	PC13, PC14

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	Employer Branding and EVP Framework	Internal and external employer branding initiatives are in place, underpinned by a clearly articulated Employee Value Proposition (EVP) that is regularly reviewed and communicated, including flexibility and wellbeing, growth and development, and purpose and connection.	C1) d C2) b, e	Associate Director People		
PC2	Graduate and Early Career Talent Programs	A formal Graduate Program has been developed and implemented to support early career talent attraction and development.	C1) c, e C2) f, i	Associate Director People		
PC3	Structured Recruitment and Attraction Process	A structured recruitment process is in place, supported by a new recruitment system, standard advertising channels and defined approval pathways, alongside an Attracting and Retention Operating Guideline that enables flexibility in remuneration and conditions where recruitment challenges exist.	C1) c, e C2) a, c, d, e	Associate Director People		
PC4	Remuneration Benchmarking and Market Scanning	Salary benchmarking and market scanning are undertaken primarily through Enterprise Agreement negotiations, with additional reviews underway for common law and senior roles outside the EA.	C1) d C2) a, d	Associate Director People		
PC5	Performance Management and Remuneration Framework	A structured performance management framework includes annual expectation setting, mid year reviews and system based monitoring through a talent management module, with CEO scorecards tracking compliance and alignment to remuneration discussions.	C2) f, h, I C4) a	Associate Director People		
PC6	Organisational Culture Monitoring	Organisation wide culture and pulse surveys, supported by organisational and program level culture action plans, are overseen through monthly meetings of the Organisational Culture Reference Group involving Executive and SLT.	C2) h C4) a	Associate Director People		
PC7	Recognition and Engagement Practices	Embedded recognition practices are in place to support workforce engagement.	C2) h C4) a	Associate Director People		
PC8	Leadership Accountability for Culture	Leader actions relating to organisational culture are embedded in performance development conversations and leadership KPIs.	C2) h C4) a	Associate Director People		
PC9	Leadership Capability Framework	A Leadership Capability Framework defines required people management and workforce planning competencies, assessed through recruitment processes and ongoing performance reviews.	C1) a, b C2) i	Associate Director People		
PC10	Workforce Planning Framework and Action Plans	A Workforce Planning Framework has been implemented across approximately two thirds of the organisation, supported by program level workforce planning action plans, with remaining areas to be completed and opportunities identified to better integrate workforce and business planning.	C1) a, b, c, d, e, C2) i	Associate Director People		
PC11	Learning and Development Investment	Dedicated learning and development budgets support internal and external capability development opportunities.	C1) e C2) f, i	Associate Director People		
PC12	Wellbeing and Employee Support Programs	A formal Wellbeing Program and Employee Assistance Program (EAP) are in place, supported by quarterly anonymised usage reporting and enhanced psychosocial risk related metrics.	C2) h C3) a C4) a	Associate Director People		
PC13	Employee Consultation	Formal consultation is supported through quarterly Employee Consultative Committee meetings	C4) d	Associate Director People		
PC14	Knowledge Transfer and Offboarding	Structured offboarding and handover processes using system based workflows, and maintenance of professional networks to support knowledge continuity.	C2) g C4) b, c, d	Associate Director People		
PC15	Work Health and Safety Management System (WHSMS)	A documented WHS Management System is implemented, supported by Skytrust and Promapp, providing an integrated framework to identify, assess and manage WHS risks, including physical and psychosocial hazards, high risk work controls, workforce competencies, contractor management and environmental risk considerations.	C3) a, b, c, d, e	Associate Director People		
PC16	WHS Governance, Compliance and Assurance Framework	A WHS governance and assurance framework is in place to monitor compliance, performance and continuous improvement of the WHSMS, including legislative tracking, audits, inspections, incident reporting, executive oversight and corrective action monitoring.	C3) b, d, e, f	Associate Director People		

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key
MC1	Injury Management Process	A formal injury management and return to work program is implemented to support employee recovery, ensure legislative compliance, and minimise workforce disruption.	CO1, CO2, CO5	Associate Director People		
MC2	Media Response	A structured media and communications protocol is in place to support timely, consistent messaging regarding workforce matters, protecting Council's reputation and maintaining public confidence.	CO4	Associate Director Customer & Marketing		
MC3	Business Continuity Plan	Business continuity arrangements identify critical roles and workforce contingencies to maintain essential services in the event of personnel disruptions.	CO3, CO5	Associate Director Governance & Strategy		
MC4	Insurance	Appropriate insurance coverage (including workers compensation and liability) is maintained to mitigate financial impacts arising from workforce related incidents and claims.	CO1	Associate Director Governance & Strategy		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Complete implementation of the Workforce Planning Framework and address the currently limited interface and integration between workforce planning and business planning processes.		Associate Director People	31-Dec-27
2	Introduce recruitment metrics to improve visibility of recruitment effectiveness and efficiency, including measures such as time taken to fill roles, source of hire and applicants per position.		Associate Director People	31-Mar-27
3	Complete a review of the common law contracts remuneration review process to identify further opportunities to improve the rigour of the process.		Associate Director People	31-Jul-27
4	Complete a review of existing employment contract templates to ensure they are contemporary and compliant.		Associate Director People	30-Jun-27
5	Review the adequacy of the current learning and development budget and consider how learning and development opportunities could be communicated and promoted more effectively to employees.		Associate Director People	30-Jun-27
6	Establish a Transition to Retirement program to support workforce sustainability, enhance employee experience, and ensure the retention and transfer of critical skills and organisational knowledge.		Associate Director People	31-Dec-27
7	Implement succession planning for roles identified as 'critical' through workforce planning processes.		Associate Director People	31-Dec-27
8	Explore additional mechanisms through which CoA can retain and develop high-performing and/or high-potential employees.		Associate Director People	31-Dec-27
9	Further enhance retention metrics to include a more detailed turnover data, including turnover by program and an established process for reviewing exit survey data to identify organisational trends.		Associate Director People	31-Dec-26
10	Assess and implement opportunities to incorporate psychosocial risk assessment questions into the organisational culture survey.		Associate Director People	31-Oct-26
11	Develop staff classification and reclassification processes for Wages EA employees to enhance visibility and transparency.		Associate Director People	30-Jun-29

Risk 9: Governance

Risk Owner: Anthony Spartalis, Chief Operating Officer

Risk Review Date:

Next Review Date:

#	Causes	Control Coverage Assessment & Comments
C1	Governance Structure & Design Failures	
a	Governance frameworks are not clearly defined, are duplicated documented, or approved/reviewed after major events	PC1, PC9, PC10
b	Key decisions are made outside formal governance processes	PC3, PC9, PC13
c	Poor alignment between enterprise governance and operational governance (Siloed working - lack of consultation between organisational areas leading to duplication)	PC9, PC13, PC14
C2	Roles, Accountability & Ownership Issues	
a	Board, committee, or executive responsibilities are poorly understood	PC1, PC5, PC9
b	Accountability diffused across multiple roles, leading to "everyone and no one owns it"	PC7, PC8, PC9
c	Competing or unclear responsibilities at organisation level (e.g. AEDA/ACMA/KADALTILLA vs ACC)	PC1, PC9, PC14
C3	Decision Making Weaknesses	
a	Key decisions are made outside formal governance processes	PC9, PC13
b	Decisions not supported by appropriate data, risk analysis, or advice	PC3, PC13
c	Decisions are not documented, justified, or traceable	PC3, PC9, PC10
C4	Policies and Operating Guidelines (POG) Compliance Gaps	
a	POG are outdated, inconsistent, or not aligned to legislation	PC4, PC10, PC13, PC15
b	Staff unaware of key governance policies or obligations, including ownership and maintenance requirements (e.g. could be due to lack of training/education)	PC2, PC5, PC6
c	Inconsistent application of policies across the organisation or failure to address breaches	PC3, PC4, PC6, PC15
C5	Information, Reporting & Transparency Failures	
a	Key risks, issues, and incidents are not reported upwards	PC2, PC3, PC13, PC15
b	Lack of transparency in how decisions are made and enforced	PC3, PC9, PC10
c	Governance bodies and/or management receive incomplete, late, or poor quality information (including information sharing between organisations like AEDA/ACMA/KADALTILLA and ACC's Board/Management)	PC3, PC13, PC14
C6	Ineffective management of fraud/maladministration/corruption related risks	
a	Ineffective framework (including training, communication of roles and responsibilities, risk management strategies)	PC2, PC3, PC5
b	Staff do not have adequate pathways and/or empowerment to raise concerns (e.g. whistleblower and escalation mechanisms)	PC2, PC6, PC15
c	Concerns are not investigated and remediated in a timely or effective manner (including public complaints)	PC3, PC4, PC15
C7	Failure to identify and to manage compliance against external obligations	
a	Incomplete identification of applicable laws, regulations, and contractual obligations	PC16
b	Lack of clear ownership and accountability for compliance obligations	PC16
c	Ineffective translation of external requirements into internal policies and controls	PC16
d	Insufficient monitoring and reporting of compliance status to governance bodies	PC16
e	Weak tracking of regulatory changes and updates (horizon scanning)	PC16

Risk Event: Our governance is ineffective, leading to operational inefficiencies, legal liabilities, and reputational damage

Target Risk Level: Moderate

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Possible	Unlikely
Impact	Moderate	Moderate
Rating	High	Moderate

Worst case plausible scenario (current Risk): Council makes decisions without appropriate management consultation or governance processes, resulting in contractual breaches, legal costs, operational inefficiencies, loss of community trust, and/or investigation for maladministration.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Increased legal and advisory costs arise from investigations, reviews and governance failures. Financial losses occur due to fraud, corruption, misconduct or non compliance. Council may also lose access to grant funding where governance and strategic alignment are insufficient.	MC1, MC2, MC3
CO2: Safety	N/A	
CO3: Environment	N/A	
CO4: Reputation / Brand Image	Community trust and social licence decline due to perceived governance failures within Council administration and elected members. Governance breakdowns may require changes to leadership or oversight structures to restore confidence. Council may be subject to investigations for maladministration by regulators or oversight bodies, resulting in reputational damage.	MC!, MC2, MC3
CO5: Service Delivery	Ongoing.operational inefficiencies occur due to poor governance, unclear accountability, and ineffective decision making, impacting the quality and consistency of service delivery.	MC1, MC3

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key

PC1	Council Governance Structure Review	The governance structure of Council is reviewed at the commencement of each Council term, with a mid term review undertaken where applicable, to ensure alignment with Council's strategic direction.	C1) a C2) a, c	Associate Director Governance & Strategy		
PC2	Public Interest Disclosure Framework	A Public Interest Disclosure Operating Guideline is in place, supported by training for responsible officers and awareness activities to inform staff of their reporting responsibilities and obligations.	C4) b C5) a C6) a, b	Associate Director Governance & Strategy		
PC3	Third-Line Assurance (Internal Audit)	Internal audit is co sourced, with plans endorsed by SRIA and the Audit & Risk Committee, and audit outcomes reported to both bodies. Actions are monitored through Executive portfolio meetings to support accountability and timely closure. Annual PCI DSS audits are completed, and CEO approval is required for any extensions to internal audit recommendations.	C1) b C3) b, c C4) c C5) a, b, c C6) a, c	Associate Director Governance & Strategy		
PC4	Six Monthly Internal Control Self Assessment	Six monthly internal control self assessments are undertaken via Promapp, including control owner attestations, second line compliance validation, and provision of assurance outputs to External Audit.	C4) a, c C6) c	Associate Director Governance & Strategy		
PC5	Mandatory Good Governance Training	Mandatory Good Governance training is required for all staff, including during onboarding, with completion tracked in SuccessFactors, refresher training conducted every two years, and non completion actively followed up.	C2) a C4) b C6) a	Associate Director Governance & Strategy		
PC6	Behavioural Standards for Conduct (Employees and Elected Members)	Documented standards of conduct apply to employees and elected members, with staff required to formally acknowledge the standards and elected members completing mandatory training upon election and mid term.	C4) b, c C6) b	Associate Director Governance & Strategy / Associate Director People		
PC7	Legislative Delegations and Authorised Officers Framework	A formal legislative delegations instrument, authorised officers register, onboarding and approval process (Director and CEO sign off), and revocation process are maintained.	C2) b	Associate Director Governance & Strategy		
PC8	Operational Delegations of Authority	Operational and financial delegations are defined and maintained for procurement, payments, contract execution and people related decisions, including new appointments and reclassifications. Refer Risk 1, PC13 for financial delegations.	C2) b	Associate Director Finance & Procurement		
PC9	Governance Committees and Executive Structures	Council committees and executive governance structures are formally defined, including membership, terms of reference and minute keeping arrangements.	C1) a, b, c C2) a, b, c C3) a, c C5) b	Associate Director Governance & Strategy		
PC10	Policy and Document Control Framework	A policy framework is in place, including document structure standards, central document repository, ownership and review tracking, version control, and defined approval and change management processes (goes through Executive and Council if a policy)	C1) a C3) c C4) a C5) b	Associate Director Governance & Strategy		
PC11	Conflict of Interest Framework	A documented conflict of interest framework is in place to manage identification, declaration and management of actual, perceived and potential conflicts.		Associate Director Governance & Strategy		
PC12	Gifts and Benefits Framework	A gifts and benefits process is in place to manage declaration, approval and recording requirements.		Associate Director Governance & Strategy		
PC13	Executive Management Governance Forums	Regular executive management working group meetings are held to support coordination, oversight and decision making.	C1) b, c C3) a, b C5) a, c	OCEO		
PC14	Subsidiary and Related Entity Information Sharing Protocols	Formal information sharing and governance protocols are in place between Council and related entities (including ACMA, AEDA and Kadaltilla), supported by regular performance reporting to Council. These arrangements include oversight of subsidiary strategy setting and alignment with Council's strategic priorities, as well as integration with budgeting and financial planning processes.	C1) c C2) c C5) c	Associate Director Governance & Strategy		
PC15	Internal complaints and grievance process	A formal complaints and grievance process including procedures under Section 270 of the Local Government Act, to ensure allegations involving staff, the CEO and Council members are appropriately reported, assessed, investigated and resolved in accordance with legislative requirements and governance standards.	C4) c C5) a C6) b, c	Associate Director Governance & Strategy		
PC16	Legislative Assurance Program	A formal legislative assurance program is implemented to identify, monitor and assess compliance with applicable laws and regulations, including periodic reviews, reporting and escalation of compliance risks to support effective governance and minimise legal and reputational exposure.	C4) a C7) a, b, c, d, e	Associate Director Governance & Strategy		
PC17	Formal Complaints Management Process	A formal complaints management process (including s270) receives, tracks and reviews community complaints through centralised channels, with prioritisation applied to higher risk issues.	C3) a C4) a, b	Associate Director Governance & Strategy		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Report the outcomes of six monthly Control Self Assessments to SRIA on a six monthly basis. Following completion of the risk assessment IA, CSA program will be revisited.		Associate Director Governance & Strategy	30-Jun-27
2	Ensure staff are formally notified of new delegations of authority and required to acknowledge and sign off on their delegations through RelianSys.		Associate Director Governance & Strategy	31-Dec-26
3	Review the Authorised Officers Register and associated compliance processes to confirm all listed officers are current employees.		Associate Director Governance & Strategy	31-Dec-26
4	Establish and maintain a register of Council staff and Elected Member representation across working groups and governance forums, including evidence that representatives have acknowledged their roles and responsibilities.		Associate Director Governance & Strategy / Associate Director People	30-Jun-27
5	In FY27 council will undertake a compliance management system maturity review which will consider improvements to be made to council's compliance management system		Associate Director Governance & Strategy	30-Sep-27

MC1	Escalation protocols	Formal escalation pathways are established, including whistleblower mechanisms, Ombudsman referral processes, and incident investigation procedures, to ensure behavioural breaches and governance concerns are promptly reported, assessed, and escalated for independent review and appropriate action.	CO1, CO4, CO5	Associate Director Governance & Strategy		
MC2	Legal Recourse	Access to legal counsel and defined legal processes enable the organisation to respond to allegations, manage regulatory investigations, and pursue or defend legal action to mitigate financial and compliance impacts.	CO1, CO4	Associate Director Governance & Strategy		
MC3	Disciplinary action	A formal disciplinary framework is applied to address misconduct, breaches of policy, and non compliance, ensuring consistent investigation, decision making, and enforcement of consequences in line with governance standards.	CO1, CO4, CO5	Associate Director Governance & Strategy / Associate Director People		

Risk 10: Digital Capability

Risk Owner: Anthony Spartalis, Chief Operating Officer

Risk Review Date:

Next Review Date:

#	Causes	Control Coverage Assessment & Comments
C1	Digital and data strategy is unclear or misaligned	
a	Council does not have a clearly articulated, current whole of Council digital and data strategy aligned to the Strategic Plan, LTFP and service priorities	PC1, PC3, PC4
b	Technology enablement is not consistently embedded into service planning, policy development, or program design	PC1, PC3, PC4
c	ICT investment decisions are reactive and project driven rather than guided by an agreed enterprise roadmap	PC1, PC4, PC9
d	Changes in Council priorities and service models are not translated into defined technology capability requirements	PC1, PC3, PC4
C2	Core systems are outdated, fragmented, or inflexible	
a	Core Council systems are ageing, fragmented, or no longer fit for purpose	PC3, PC4, PC6
b	Multiple systems support similar functions, resulting in duplication and inefficiency	PC3, PC4, PC6
c	Limited system integration drives manual processes, spreadsheets, and workarounds	PC3
d	Existing platforms lack flexibility or scalability to support evolving service and regulatory needs	PC3, PC4, PC6
C3	Enterprise data is poorly governed and unreliable	
a	Council lacks clear ownership and accountability for key enterprise data domains	PC7, PC8
b	Inconsistent data definitions, standards, and quality across business areas	PC7, PC8
c	Council does not fully understand its most critical data and where this resides (e.g. personal information), and this is not appropriately managed. This could include providing third parties access to data without appropriate oversight/governance.	PC2, PC7, PC8
d	Data platforms do not adequately support analytics, performance reporting, or evidence based decision making	PC3, PC7, PC8
C4	Council lacks sufficient digital capability and capacity (including use of AI)	
a	Limited internal capability to govern and manage modern digital and data environments	PC1, PC3, PC7, PC8
b	Over reliance on vendors and contractors without sufficient internal knowledge retention	PC1, PC5
c	Poor technology project management/capability	PC5
d	Insufficient change management and training to support effective adoption of new systems	PC5
e	Lack of training/awareness/guidance to optimise use of existing systems	PC7
C5	Technology investment and lifecycle management is ineffective	
a	Technology investment decisions are constrained by short term budget pressures rather than lifecycle value	PC1, PC4, PC6, PC9
b	Limited visibility of total technology spend and system lifecycles across Council	PC6, PC9
c	Benefits realisation from technology initiatives is not clearly defined or monitored	PC1, PC5

Risk Event: Our enterprise data, technology systems, and governance are not contemporary or aligned to organisational needs.

Target Risk Level: High

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	Possible	Possible
Impact	Major	Minor
Rating	High	Moderate

Worst case plausible scenario (current Risk): Technology capability limitations result in extensive manual processing and reliance on informal staff knowledge, leading to inconsistent service delivery, errors and delays, loss of customer information, reduced organisational efficiency, and sustained failure to meet community service expectations.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Increased operating and capital costs arising from inefficient, legacy or poorly integrated systems; duplication of technology investments and rework due to lack of strategic alignment; reduced return on technology investment and increased reliance on manual workarounds or external support.	MC1
CO2: Safety	N/A - indirect	
CO3: Environment	N/A - indirect, but could be relevant for environmental related systems	
CO4: Reputation / Brand Image	Loss of confidence from the community, regulators and partners due to system outages, data issues or poor digital service experience; negative perception that Council is inefficient, outdated or unable to protect information; adverse audit or review findings relating to technology governance.	
CO5: Service Delivery	Interruption to services and reduced productivity due to system outages, data quality issues or lack of integration; reliance on manual processes leading to delays, errors and inconsistent service outcomes; inability to support modern service delivery models or strategic initiatives due to technology constraints.	MC1

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key

PC1	Business Systems Committee Meetings	Every 2 months hold ongoing Business Systems Committee that oversee the investment in business systems.	C1) a, b, c, d C4) a, b C5) a, c	Associate Director Information Management		
PC2	Privacy Policy	A Council approved Privacy Policy is implemented and applied across all operations, including AI usage, UPark, CCTV and electoral processes, requiring that personal and sensitive information is collected, used, stored and disclosed in accordance with defined standards and legislative requirements.	C3) c	Associate Director Governance & Strategy		
PC3	Digital Enterprise Architecture Framework	A defined digital enterprise architecture is maintained to guide the design, integration, and alignment of business systems.	C1) a, b, d C2) a, b, c, d C3) d C4) a	Associate Director Information Management		
PC4	Business Systems Roadmap	A rolling three year Business Systems Roadmap is maintained to guide future system investment, replacement, and prioritisation across 32 identified business systems.	C1) a, b, c, d C2) a, b, d C5) a	Associate Director Information Management		
PC5	Technology Project Management (inc. Procurement)	Technology projects are governed through a formal project management framework, requiring review and endorsement by the Business Systems group in accordance with the delegations framework.	C4) b, c, d C5) c	Associate Director Information Management		
PC6	Technology Asset Register	A Technology Asset Register is maintained that records business systems, licensing terms, and known replacement requirements.	C2) a, b, d C5) a, b	Associate Director Irformation Management		
PC7	Data Management Operating Guidelines	Data management activities are guided by a documented Data Management Operating Guideline, which has been recently updated.	C3) a, b, c, d C4) a, e	Associate Director Information Management		
PC8	Data Governance Framework Assessment and Action Tracking	A data governance assessment aligned to the LGITSA framework has been conducted 4 years ago, with identified actions tracked through to completion.	C3) a, b, c, d C4) a	Associate Director Information Management		
PC9	Centralised Technology Spend Monitoring	Technology spend, including licensing costs, is centrally monitored by the Business Systems team.	C1) c C5) a, b	Associate Director Information Management		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Deliver data protection education and awareness sessions to uplift workforce understanding of data handling and privacy obligations.		Associate Director Governance & Strategy	31-Dec-27
2	Implement SOAR (Security Orchestration, Automation and Response) technologies to improve threat detection, response, and mitigation capability.		Associate Director Information Management	30-Jun-29
3	Report to executive and senior leadership on enterprise systems roadmap, including progress reporting and confirmation of architecture principles.		Associate Director Information Management	30-Sep-26
4	In FY26, there is an internal audit being undertaken on PMO processes. In FY27, there is a further internal audit that will be focussed on the Success Factors implementation and this will also assess technology project management capability.		Associate Director Governance & Strategy	30-Sep-27
5	Benchmark technology investment levels against broader industry standards to assess adequacy of the current ICT budget (currently <1% of current budget).		Associate Director Information Management	30-Jun-27

MC1	Disaster Recovery Plan	Ensure that Council maintains a current Disaster Recovery Plan	CO1, CO5	Associate Director Information Management		

Risk 11: Strategy Definition & Implementation

Risk Owner: Michael Sedgman - CEO Office

Risk Review Date:

Next Review Date:

#	Causes	Relevant controls / Adequate coverage
C1	Inadequate Strategic Planning & Adaptability	
a	Strategic planning processes are not guided/supported by a longer-term vision	PC1, PC3
b	Environmental scanning (e.g. insights from other Councils, global challenges, etc) does not systematically inform strategic decision making.	PC1, PC4
c	Strategic assumptions and public input is not regularly reviewed or challenged.	PC5, PC12
d	The suite of core plans (Strategic Plan, Asset Management Plans, Long Term Financial Plan, City/Spatial Plan) are not clearly integrated or aligned.	PC4, PC5, PC6
e	Lack of clarity around what constitutes a 'strategy / plan' and how these are to be circulated, and governed and approved	PC4, PC8
f	Strategic targets may be unclear, inconsistent, or insufficiently defined.	PC4, PC10
C2	Inadequate Strategy Governance, Execution & Resource Alignment	
a	Strategic ownership, accountability and decision rights are unclear across the organisation, leading to duplication of effort or gaps in delivery.	PC7, PC10
b	Strategic objectives are not consistently translated into clear, prioritised and actionable initiatives.	PC4, PC9
c	Business planning, budgeting and resource allocation are not consistently aligned to strategic priorities.	PC5, CP6
d	Governance and decision making forums do not enable timely strategic adjustment, course correction or reprioritisation.	PC5, PC8
e	Decision making prioritises short term operational pressures over longer term strategic intent.	PC8, PC10
f	There is limited structure, discipline or tracking of strategic delivery (e.g. inconsistent use of PMO type oversight).	PC9
g	Strategic performance monitoring, reporting and feedback do not drive timely corrective action or inform ongoing strategic refinement.	PC8, PC10
C3	Culture, Capability & Insight Limitations	
a	Organisational capability, capacity and resourcing do not adequately support effective strategic delivery.	PC7, PC11
b	Strategic planning, implementation and performance management skills and experience are inconsistent across the organisation.	PC10, PC11
c	Data, insights and performance information required to support strategic decisions are incomplete, delayed or not readily accessible.	PC9, PC10

Risk Event: Our strategic planning processes do not allow us to effectively adapt to changing external environments and/or are insufficient to enable successful implementation of our objectives.

Target Risk Level: High

Risk Rating Matrix	Inherent Risk	Residual Risk
Likelihood	TBC	Possible
Impact	TBC	Minor
Rating	TBC	Moderate

Worst case plausible scenario (current Risk): Failure to articulate and implement an evidence based strategy results in governance failures, reputational damage and persistent service delivery inefficiencies.

#	Consequences	Relevant controls / Adequate coverage
CO1: Financial Consequences	Increased legal and advisory costs arising from governance failures, alongside financial losses from poor decision making, control breakdowns or non compliance. Reduced access to external funding due to weak strategic alignment, governance maturity and delivery credibility.	MC1, MC2
CO2: Safety	There is no direct safety consequence arising from ineffective strategic planning and governance.	N/A
CO3: Environment	N/A indirect only	N/A
CO4: Reputation / Brand Image	Loss of community trust in Council administration and elected members Perceived lack of direction, accountability or transparency undermines public confidence and social licence. Reputational damage requiring governance or leadership intervention Including changes to senior management, governance structures, or external oversight to restore credibility.	MC1, MC2
CO5: Service Delivery	Increased legal and advisory costs arising from governance failures, alongside financial losses from poor decision making, control breakdowns or non compliance. Reduced access to external funding due to weak strategic alignment, governance maturity and delivery credibility.	MC2

#	Preventative Control Name (In Place)	Control description	Cause mapping	Control Owner	Effectiveness	Key / Not key
PC1	CCCLM National Meetings	Quarterly Capital City Committee of Lord Mayors (CCCLM) meetings involving all Lord Mayors and CEOs across Australia, with an annual general meeting.	C1) a, b	OCEO		
PC2	City Deal Partnership Program	A City Deal agreement between the Australian Government, State Government and Council governing the delivery of agreed programs and outcomes, including associated funding arrangements.	C2) c	OCEO		
PC3	Strategic Planning Framework and Election Cycle Alignment	A legislated requirement for an incoming Council to adopt a Strategic Plan within two years of an election, with an internal process and aspiration to complete strategic planning within one year of election, informed by longer term visioning.	C1) a	Associate Director Governance & Strategy		
PC4	Subsidiary Planning Governance - Strategy Definition	Documented minimum requirements for all subsidiary strategies, including environmental scanning, alignment to the Strategic Plan and vision, consideration of implementation costs, defined measurable outcomes, and formal Council endorsement.	C1) b, d, e, f C2) b	Associate Director Governance & Strategy		
PC5	Annual Business Planning, Budget and Rating Review Process	Quarterly review of the Annual Business Plan and Budget, supported by rolling multi year financial forecasts, to ensure funding decisions remain aligned to strategic objectives and legislative requirements. The process includes periodic review of the Rating System to confirm revenue assumptions remain appropriate and sustainable.	C1) c, d C2) c, d	Associate Director Finance & Procurement		Linked to Financial

#	Mitigating control	Control description	Consequence mapping	Control Owner	Effectiveness	Key / Not key
MC1	Legislative Strategic Plan Revision	Legislative provisions enable Council to revise the Strategic Plan where required under the Act.	CO4	Associate Director Governance & Strategy		
MC2	Out of Cycle Strategic and Financial Updates	Strategic objectives and the Strategic Plan can be updated outside the quarterly Business Plan and Budget cycle, supported by updates to Asset Management Plans and the annual review of the Long Term Financial Plan.	CO1, CO4, CO5	Associate Director Governance & Strategy		

PC6	Strategic Asset Management Plans	- Strategic Asset Management Plans are maintained and reviewed on a four year cycle with annual updates and public consultation, ensuring alignment to the Strategic Plan. Plans incorporate lifecycle forecasting, integrated planning, asset upgrade opportunities, long term cost projections, and data driven analysis to inform investment decisions.	C1) d C2) c	Associate Director Infrastructure		Linked to Assets
PC7	- Portfolio Based Organisational Structure and Accountability	A portfolio based organisational structure with executive level accountability for Strategic Plan themes, defined action owners linked to subsidiary plans, shared responsibility where applicable, and formal organisational consultation for structural changes.	C2) a C3) a	Associate Director Governance & Strategy		
PC8	Strategic Governance and Reporting Framework	Formal strategic governance and reporting through Council (primary forum), Audit & Risk Committee (secondary forum), and SRIA (administrative forum), including Annual Report adoption, quarterly Business Plan and Budget reviews, and oversight by subsidiary governance bodies (Council Assessment Panel, Cadatilla, Reconciliation Committee, ACMA, AEDA).	C1) e C2) d, e, g	Associate Director Governance & Strategy		
PC9	Strategy Planning and Engagement Team oversight over implementation of strategic plan	A central Strategy Planning and Engagement Team is responsible for tracking delivery of Strategic Plan and subsidiary strategy actions.	C2) f C3) c	Associate Director Governance & Strategy		
PC10	Executive, CEO and Organisational Performance Accountability	CEO performance reviews conducted through a quarterly Performance Review Panel with quarterly updates to Council Members, supported by Executive and Corporate Scorecards aligned to CEO performance targets and cascaded KPIs to Executive Directors, Directors, Associate Directors and Managers (Level 4).	C1) f C2) a, e, g C3) b	OCOO		
PC11	Community Engagement Charter and Policy	The Community Engagement Charter (City of Adelaide) and Community Engagement Policy governing community participation in Council decision making.	C1) c	Associate Director Governance & Strategy		

#	Treatments / Actions	Control link (if applicable)	Action owner	Target date
1	Apply the legislatively mandated Community Engagement Charter and deploy the internally developed Community Engagement Toolkit as a core mechanism for future visioning and strategic planning engagement.		Associate Director Governance & Strategy	31-Dec-26
2	Commence a long term visioning process in early 2027 following the November 2026 Council election to engage the community and inform development of the next Strategic Plan, incorporating environmental scanning.		Associate Director Governance & Strategy	31-Dec-27
3	Redefine and standardise strategic planning terminology, including the planning process, strategic pillars, plan tiers and existing plans, to ensure consistent understanding and alignment across Council.		Associate Director Governance & Strategy	30-Jun-28
4	Consider outputs of Internal Audit into Strategic Planning Governance and Organisational Reporting (actions out of this IA, may supersede actions outlined above)		Associate Director Governance & Strategy	31-Dec-26