

**CITY OF SALISBURY  
STRATEGIC RISK REGISTER**

Risk ID	Risk Category	Risk Description	Risk Owner	Causes	Inherent Risk			Controls	Residual Risk			Further treatment required (if residual risk rating is not acceptable)	Treatment Owner	Target Completion Date
					Consequence	Likelihood	Inherent Risk Rating		Description	Consequence	Likelihood			
1	A welcoming and liveable City	<p><b>Inadequate response to a business continuity or emergency event.</b></p> <p>CoS' continued ability to support essential, critical business activities and access available key business resources is impacted as a result of failure to prepare for, respond to and recover from a disaster (e.g. fire, flood, explosion, earthquake, storm, aircraft crash).</p> <p><i>Impacts:</i> Service delivery to community severely compromised, reputational damage, loss of morale and resources, compromised regulatory decisions, death/critical injury of staff and/or public.</p>	CEO, All General Managers	<ul style="list-style-type: none"> <li>Lack of plans and procedures to inform response strategies when a business continuity or emergency event occurs</li> <li>Lack of communication/training for relevant staff required to respond to business continuity and emergency events</li> <li>Information to facilitate action during business continuity or emergency events is insufficient or not available</li> <li>Impact of climate change on weather patterns</li> <li>COVID-19 pandemic</li> </ul>	Catastrophic	Almost Certain	Very High	<ul style="list-style-type: none"> <li>Current and maintained Business Continuity Framework (including Plans and testing regime), 3</li> <li>Business Continuity staff identified and trained on roles and responsibilities, 3</li> <li>Incident Management Team identified and trained, 4</li> <li>Current and maintained IT Disaster Recovery Plan (including testing regime), 4</li> <li>Current and maintained Emergency Management Plan, 3</li> <li>Participation in Zone Emergency Management Committees – Northern Area, 5</li> <li>Participation in LG Council Ready Program, 4</li> </ul>	Major	Possible	High	<ul style="list-style-type: none"> <li>Determine the manner in which the Business Continuity corporate documentation will be stored and continually updated.</li> <li>Develop and deliver training on business continuity to relevant staff.</li> <li><b>3. Delivery of Emergency Management Project</b></li> </ul>	Manager Governance	<ul style="list-style-type: none"> <li>1. 31 March 2021</li> <li>2. 31 March 2021</li> <li>3. 30 June 2021</li> </ul>
2	A sustainable City	<p><b>Contamination of the recycled water systems</b></p> <p>CoS experiences reduced environmental, economic and social benefits due to failure to prevent, prepare for and respond to contamination of the Salisbury Water recycled non-drinking water distributed to parks, reserves, schools, industry and some new residential subdivisions.</p> <p><i>Impacts:</i> Financial cost of replacing supply with SA Water and clean-up costs, financial impost of rectification, failure to fulfil commercial contractual obligations, reputational damage, regulatory or government intervention and/or fines, revenue reduction, health risk to staff and community.</p>	GM Business Excellence, GM City Infrastructure	<ul style="list-style-type: none"> <li>Inadequate monitoring plans and sample testing</li> <li>Failure to respond appropriately in the event of contamination</li> <li>Failure of controls within the Recycled Water Risk Based Management Plan</li> <li>Wet weather could hamper clean-up operations or contribute to a contamination event</li> <li>PFAS and PFOA infiltration.</li> <li>Act of Terrorism</li> <li>Illegal dumping</li> </ul>	Catastrophic	Likely	Very High	<ul style="list-style-type: none"> <li>Salisbury Water Business Unit – Recycled Water Risk-Based Management Plan including sample testing before water injections are commenced, 4 includes:</li> <li>Salisbury Water Business Unit – monitoring plan and monitoring matrix. All water sampling is carried out by National Association of Testing Authorities (NATA) accredited staff. Laboratories performing the testing are NATA accredited.</li> <li>Supervisory Control and Data Acquisition system in place to detect faults and alert CoS staff. 24/7 remote access availability by laptop by CoS staff.</li> <li>Supply contracts to customers contain Force Majeure clauses which limit liability to Council in the event that water cannot be supplied, 5</li> <li>Rapid Response Team and Call Out Officers through City Infrastructure (Council staff) in place to manage events that may lead to contamination of recycled water system (e.g. chemical spill) (24/7 support including after hours), 4</li> <li>Employee Media Policy and Procedure and Elected Member Media Policy, 4</li> <li>Implementation of the Water Course Management Plan including the renewal of Wetlands and desilting/removal of pollutants in waterways as required, 4</li> <li>Review of Risk Based Management Plan every five years, 4</li> <li>Maintenance of the CoS Contaminated Sites Register, 3</li> </ul>	Major	Possible	High	<ul style="list-style-type: none"> <li>Implementation of relevant findings from the Management of Contaminated Sites Audit</li> </ul>	Manager Salisbury Water Infrastructure Management	1. Various
3	A welcoming and liveable City	<p><b>Lack of management of public and environmental health risks</b></p> <p>Community experiences illness or injury due to a failure to deliver public and environmental health and safety outcomes for the community (includes food safety, dog and cat management, by-law enforcement and parking control).</p> <p><i>Impacts:</i> Financial impost to rectify a health and safety incident, reputational damage, regulatory or Government intervention or censure/fines, health risk to staff and the public.</p>	GM City Development	<ul style="list-style-type: none"> <li>Inadequate management, monitoring or testing</li> <li>Failure to respond appropriately in the event of an incident</li> <li>Animal/vermon infestation</li> <li>Noctuous plants</li> <li>Failure of waste disposal contractor to meet contractual obligations.</li> </ul>	Major	Likely	High	<ul style="list-style-type: none"> <li>Compliance with Public Health and Environmental Policies and Procedures, 4</li> <li>Provision of Immunisation Services, 5</li> <li>Current and maintained Animal Management Plan, 5</li> <li>Activating the relevant initiatives within the CoS Regional Public Health Plan, 5</li> <li>Performance of General Inspections, 5</li> <li>Undertaking Dog Patrols, 5</li> <li>Administration and management of CoS' responsibilities under the Food Act, 4</li> <li>Compliance with and training on Employee Media Policy and Procedure and Elected Member Media Policy, 4</li> <li>Enforcement of the CoS' responsibilities under the SA Public Health Act, 5</li> <li>Enforcement of the CoS' responsibilities under the Dog and Cat Management Act, 5</li> <li>Performance of infrastructure maintenance activities, 5</li> <li>Undertaking the Mosquito Control Program, 4</li> </ul>	Major	Possible	High			

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4	A welcoming and liveable City	<p><b>Inadequate response to a major incident at a Council run community event, that affects public and staff safety</b></p> <p>CoS experiences negative impacts to CoS' brand and image, legal and cost implications, and public &amp; staff safety as a result of failure to prepare for and respond to a major incident at a Council run community event. * It has been recognised that the risk relating to an incident occurring at an event sponsored or partnered by Council is still relevant however need not be recorded on the Strategic Risk Register.</p> <p><i>Impacts:</i> Financial cost to rectify, legal cost of failure to prevent a health and safety incident, reputational damage, regulatory and or Government intervention or censure, injury or death of staff or member of the public, service interruption</p>	GM City Development, GM City Infrastructure, GM Community Development, GM Business Excellence	<ul style="list-style-type: none"> <li>Inadequate procedures and plans in place to prevent incidents</li> <li>Failure to maintain staff training</li> <li>Inadequate performance of risk assessments</li> <li>Lack of asset management and maintenance</li> <li>Inadequate due diligence performed by CoS in order to identify relevant risks related to the management and delivery of community events</li> </ul>	Catastrophic	Likely	Very High	<ul style="list-style-type: none"> <li>Building Control and Inspections, 4</li> <li>Evacuation procedures and testing, 4</li> <li>Training of Incident Command Team</li> <li>Provision and maintenance of Building safety systems – e.g. exit signs, fire extinguishers, wardens etc., induction process, 4</li> <li>Risk assessments performed for community events, 4</li> <li>Reviewed and maintained Asset management plans, 4</li> <li>Maintaining and reviewing Business Continuity Framework, 4</li> <li>Performance testing of BCP scenarios 4</li> <li>Key ICT members actively participating within the Zone Emergency Management Committee – Northern Area, 5</li> <li>Maintaining and reviewing Event Management Plans 4</li> <li>Compliance with Event Management Guidelines, 4</li> </ul>	Moderate	Possible	High			
5	A sustainable City	<p><b>Failure to manage the impact of environmental and social factors on Council infrastructure, assets and services</b></p> <p>The detrimental effect on Council assets and infrastructure caused by environmental factors, including climate change, is not adequately addressed through Council planning. The detrimental effect on Council assets and infrastructure caused by social factors, such as changes in demographics, is not adequately addressed through Council planning.</p> <p><i>Impact:</i> Financial cost of dealing with the consequences of frequent freak weather related events, long term impact on infrastructure, its maintenance and replacement, organisational plans and strategies are no longer valued or desired by the community, failure to adapt to a changing external environment resulting in some services becoming irrelevant and others insufficient.</p>	GM City Development, GM City Infrastructure, GM Community Development	<ul style="list-style-type: none"> <li>Inadequate understanding and planning for factors impacting the environment</li> <li>Failure to consider environmental consequences when planning and designing infrastructure</li> <li>Insufficient modelling of weather events used within Asset Management Planning</li> <li>Inadequate infrastructure within the City to manage stormwater and sea level rises due to storm events</li> <li>Inadequate understanding of and planning for the impact of climate change on City infrastructure and assets</li> <li>Failure to monitor and forecast demographic changes in the City and adjust objectives and plans accordingly</li> <li>City Plan becomes obsolete or fails to anticipate the financial impact of demographic changes</li> <li>Failure to maintain a social infrastructure plan for the existing and future assets</li> <li>Coastal inundation and impact on biodiversity</li> <li>Failure to update Asset Management Plans</li> </ul>	Major	Possible	High	<ul style="list-style-type: none"> <li>Early warning system or text alerts based on Bureau of meteorology data, implemented by DEWNR, 5</li> <li>Regular monitoring of risk sites e.g. land fill sites, dams, 5</li> <li>Extreme Heat response process (for residents), 4</li> <li>One in 100 year flood and Probable Maximum Flood modelling including tidal info. in place at individual house level, using digital terrain modelling, 4</li> <li>Reviewed and maintained City Plan/Strategic Plans/Business Plans, 4</li> <li>Bushfire Management Plan, 4</li> <li>Watercourse Management capital program, 4</li> <li>Reviewed and maintained Asset Management Policy and Plans, 4</li> <li>Reviewed and maintained Growth Management Plan, 5</li> <li>Asset Management Committee</li> <li>Implementation of Youth Strategy and Intercultural Plan, 4</li> <li>Asset Management infrastructure audits, 5</li> <li>Adapting Northern Adelaide Plan, 4</li> <li>Reviewed and maintained Emergency Management Plan, 3</li> <li>Participation in Zone Emergency Management Committee – Northern Area, 5</li> <li>Compliance with grant funding applications process and reviews, 5</li> <li>Compliance with Home Care Common Standards – Operating Manual, 5</li> </ul>	Moderate	Unlikely	Medium	<p>Update flood mapping periodically and communicate as necessary</p> <p>Updated flood modelling and mapping with risk indicators, and preparation of Community Engagement Strategy completed. Other strategies relating to Governance and Executive management responsibilities; floodplain mapping, management and risk mitigation; policy and planning; and provision of information have been initiated or are ongoing (refer Flood Planning Discussion Paper and Update of Council's Flood Management Strategy – Works and Services Committee 16/4/2018). (Ongoing)</p> <p>Flood mapping is to be incorporated into the development plan process through the new Planning and Design Code being introduced across the State by the State Planning Commission (31 March 2021).</p> <p>Development of a Sustainability Plan (30 June 2021)</p>	<p>Manager Infrastructure Management / Manager Community Experience and Relationships</p> <p>Manager Economic Development &amp; Urban Policy</p> <p>GM City Development</p>	
6	Innovation and Business Development	<p><b>City of Salisbury financial sustainability is compromised</b></p> <p>CoS fails to maintain service standards and invest in assets and infrastructure as a result of increased pressure on CoS operating surplus due to factors such as rate capping and cost shifting. Risk of CoS failing to appropriately manage cost and efficiency.</p> <p><i>Impacts:</i> Council ultimately becomes financially unsustainable, City revenue has to be raised increasingly through more traditional methods (rate rises), revenue from the sale of assets (land) is not invested for the longer term benefit of the community, financial cost associated with falling rates revenue or increasing bad or doubtful debts</p>	GM Business Excellence, GM City Infrastructure, GM City Development	<ul style="list-style-type: none"> <li>Reduction in grant funding</li> <li>Inadequate revenue and a failure to maximise revenue from all sources</li> <li>Unplanned spending</li> <li>Inadequate valuation of assets or inaccurate depreciation</li> <li>Inadequate planning for infrastructure repairs or upgrades</li> <li>Introduction of draft legislation regarding rate capping</li> <li>Fraud, misconduct or maladministration</li> <li>Changes to legislation/obligations imposed by other levels of government</li> <li>Potential new revenue streams/opportunities are not fully investigated</li> <li>Changes to roles and responsibilities assigned to City of Salisbury by federal or state government</li> <li>Short term revenue is maximised at the expense of longer term revenue</li> <li>Poorly structured debt funding</li> <li>Poor investment decision making</li> <li>Unknown consequences of new infrastructure provision from other levels of government or private sector investment</li> <li>Failure to encourage investment in the City</li> </ul>	Major	Likely	High	<ul style="list-style-type: none"> <li>Long term financial planning, by managing monitoring and reviewing, 5</li> <li>Managing monitoring and reviewing of Asset Management Plans, 4</li> <li>Undertaking Quarterly Budget Review, 5</li> <li>Annual Plan and Annual Report reviewed by Audit Committee, 5</li> <li>Adhoc Prudential Reviews, 5</li> <li>Regular reviews of rating system fairness and equity, 4</li> <li>Appropriate execution of the Grant Management application Process, 3</li> <li>Review of Financial information by the Budget &amp; Finance Committee, 4</li> <li>Diversification of income (e.g. Water Business Unit, Strategic Property Development and Building Rules Certification Unit, NAWMA, Salisbury Memorial Park), 4</li> <li>Compliance with Budget Policies and Procedures, 5</li> <li>Business Case Modelling, 4</li> <li>Growth Action Plan, 4</li> <li>Business Support Agenda, 4</li> <li>Annual external Audit activities</li> <li>Project Management Methodology, 3</li> </ul>	Major	Possible	High	<ol style="list-style-type: none"> <li>Completion of Asset Management Plans to "Mature Status", including function and capacity matrices to inform the LTFP and Sustainability Index (30 June 2020)</li> <li>Assess the impact of NDIS/Home Community Support funding changes and develop response strategy (31 December 2021)</li> <li>Implementation of relevant findings from the Asset Management audit report</li> </ol>	<ol style="list-style-type: none"> <li>Manager Infrastructure Management</li> <li>GM Community Development</li> <li>Manager Infrastructure Management and Manager Property &amp; Buildings</li> </ol>	<p>1. 30 June 2020</p> <p>2. 31 December 2021</p> <p>3. Various</p>

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7	All City Plan directions	<p><b>Strategic objectives are not delivered due to inadequate monitoring and measuring of initiatives, poor planning, lack of or inappropriate resources, and lack of consultation</b></p> <p>Inadequate decision making. Failure to integrate governance to enable the meeting of strategic objectives.</p> <p><i>Impacts:</i> Organisational performance is not adequately measured and therefore cannot be managed, organisational plans and strategies are not achieved, organisational resources are not used effectively, organisational plans and strategies are not valued or desired by the community, organisational plans and strategies are not delivered in a way that is consistent with the organisational values, lack of customer / community engagement, lack of employee engagement and commitment to City objectives, poor customer service, council lacks a coherent direction, failure to meet legislative obligations, not meeting community needs, reputational damage, poor organisational performance, negative impact on staff health and wellbeing.</p>	CEO, All General Managers	<ul style="list-style-type: none"> <li>Inadequate performance measures which are not linked to objectives or strategies</li> <li>Failure to monitor organisational performance against stakeholder expectations and to take action when necessary to correct it</li> <li>Failure to deliver what is expected by the local community due to a lack of alignment of strategic plans</li> <li>Limited meaningful corporate performance indicators in place</li> <li>Inconsistent reporting and data collection of corporate performance indicators</li> <li>Processes and systems fail to address customer needs</li> <li>Unforeseen failure of infrastructure</li> <li>Intense period of organisational change and transformation</li> <li>Inadequate capability and capacity (e.g. workforce plans, training and development, technology, systems etc.)</li> <li>Failure to engage with all stakeholders in developing the City Plan</li> <li>Customer service is neither monitored or managed</li> <li>Senior management and Elected Members fail to fully and appropriately demonstrate desired organisational values</li> <li>Actual organisational structure, vision, values, norms, systems, symbols, language, beliefs and habits are inconsistent with those desired.</li> <li>Insufficient prioritisation of projects and resource scoping</li> </ul>	Major	Likely	High	<ul style="list-style-type: none"> <li>Compliance with Budget Process, 5</li> <li>Review of Annual Plan and Annual Report by Audit Committee, 5</li> <li>Review and approval of City Plan by elected members, 5</li> <li>Established and embedded Customer Service Framework, 4</li> <li>Monthly Strategic Executive Group meetings, 4</li> <li>Alignment of New Initiative Bid documentation to the City Plan, 4</li> <li>Strategic Planning and Accountability, 4</li> <li>Effective use of and compliance with Community Engagement Framework, 4</li> <li>Project Management Methodology, 3</li> <li>Conduct of bi-annual customer satisfaction survey, 4</li> <li>Business case development for aged care schemes, 4</li> <li>Change Management agenda, 4</li> <li>Regular performance of CEO Review via CEO Review Committee, 4</li> <li>Annual setting of Performance and Development Plans (PDP's), 4</li> <li>Governance Framework and Statement, 5</li> <li>Delivery of IT support through BSS division, 4</li> <li>Regularly reviewed and communicated Delegations Register, 5</li> <li>OCI/ABEF survey process, 4</li> </ul>	Moderate	Unlikely	Medium	<ol style="list-style-type: none"> <li>Complete Implementation of the Change Management Framework and Program</li> <li>Resourcing Plan Major Project (2 Year) (31 December 2020) ((Draft developed – to be finalised by GMs by December, taking into consideration \$100M projects))</li> <li>Monitoring and reporting of PDP completion</li> <li>Completion of relevant agreed actions arising out of the Business Systems and Solutions audit</li> </ol>	1, 2, & 3 - Manager People & Culture  4. Manager, Business Systems & Solutions	
8	Innovation and Business Development	<p><b>Failure to ensure a safe working environment</b></p> <p>CoS staff and volunteers experience illness or injury. Failure to meet WHS obligations which result in an unsafe workplace. CoS recognises that this risk is included on the Strategic Risk Register due to the seriousness with which CoS takes its obligations in relation to Work Health and Safety.</p> <p><i>Impacts:</i> An employee, contractor, volunteer or elected member is injured or dies as a result of a preventable incident or accident; potential financial consequences for the City of an incident affecting a member of staff including; medical/rehabilitation expenses, injury compensation claim, legal expenses, fines; regulatory censure including a SafeWork SA Prohibition Notice, Improvement Notice or prosecution/conviction; legal consequences for senior management should policies and procedures be determined as inadequate by SafeWork SA; organisational reputation is damaged through the failure to prevent an accident or injury occurring at work; scheme losing self-insured status and resultant lack of financial sustainability.</p>	The Executive Group, Elected Members	<ul style="list-style-type: none"> <li>Inadequate controls in place to prevent incidents occurring</li> <li>Insufficient reporting of incidents and near misses</li> <li>Safe work practices not documented or communicated to employees</li> <li>Inadequate induction, training and supervision</li> <li>Inadequate hazard management system</li> <li>Organisational safety attitude does not recognise the importance of following WHS policies and procedures</li> </ul>	Catastrophic	Likely	Very High	<ul style="list-style-type: none"> <li>WHS training and e-learning (mandatory required for all employees on commencement of employment and thereafter routinely), 5</li> <li>Performance of Licensing qualifications checks, 5</li> <li>Training in WHS Procedures, 3</li> <li>Updated WHS IM Business Plan, 5</li> <li>Performance WHS Reviews, 4</li> <li>Principal WHS Committee, 5</li> <li>City Infrastructure WHS Committee, 5</li> <li>JSA, work instructions and plant risk assessments, 4</li> <li>Staff training on and compliance with Code of Conduct, 4</li> <li>Compliance with Hazard and incident reporting and investigation procedures, 4</li> <li>Members of the Local Government Workers Compensation Scheme, requiring annual external audits, 5</li> <li>Work Health Safety representative team, 5</li> <li>Support from LG Sector/other councils/private sector organisations with development/implementation of WHS policies/procedures (including benchmarking partners), 5</li> <li>Contractual arrangements with external providers to assist compliance with WHS obligations, 4</li> <li>Quarterly Executive Report highlighting trends, outstanding actions and high risk rating incidents or hazards, 4</li> </ul>	Catastrophic	Possible	High			

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9	Innovation and Business Development	<p><b>Lack of alignment and integrity of IT systems and data to support business needs</b></p> <p>Business and community needs are not met due to lack of, ineffective or outdated IT system and business processes.</p> <p><i>Impacts:</i> Organisational plans and strategies are not achieved due to a lack of IT support or infrastructure; Council operations pause resulting in financial loss ; failure to adapt to a changing external environment; inefficient and ineffective use of organisational resources; poor service delivery; reputational damage; costs of litigation and restoration of services.</p>	GM Business Excellence	<ul style="list-style-type: none"> <li>• Failure to adequately involve IT when developing plans, strategies and projects</li> <li>• Failure to consider all options when improving a system or process</li> <li>• Organisational change is not conducted in a structured and logical manner</li> <li>• Failure to support the skill set of individuals responsible for the delivery of business systems</li> <li>• Lack of business engagement and clarity of roles</li> <li>• External pressure for changes to systems</li> <li>• Lack of plans and procedures to inform response strategies when a cybersecurity incident occurs</li> <li>• Lack of monitoring of cybersecurity threats to organisational assets</li> <li>• Lack of communication/training for all staff regarding information security</li> <li>• Information to facilitate action during a cybersecurity incident is not available</li> </ul>	Major	Likely	High	<ul style="list-style-type: none"> <li>• IT Governance Framework, 3</li> <li>• Programmed testing of systems for security and reliability, 4</li> <li>• Compliance with Information Security Policies and Procedures, 4</li> <li>• Continuous Improvement Framework, 4</li> <li>• IT Disaster Recovery Plan, 2</li> <li>• Business Continuity Plans, 4</li> <li>• Incident Management Team identified and trained, 4</li> <li>• Building security and access controls, 4</li> <li>• User access system controls, 4</li> <li>• Patch management and software maintenance procedures, 4</li> <li>• Performance of Cyber Security Risk Assessments, 4</li> </ul>	Moderate	Possible	High	Delivery of relevant aspects of the Smart Salisbury governance structure	Manager Business Systems & Solutions	