Strategic Risk Register

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CENTRAL COAST COUNCIL

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RECORD

Strategic Risk Register.

PURPOSE

The Council's Strategic Risk Register has been implemented to ensure that:

- Strategic risks are identified;
- Strategic risks are assessed;
- The effectiveness of existing controls is evaluated;
- Residual risk is assessed;
- Risk treatment options are considered;
- Actions are determined and prioritised; and
- Action plans are implemented.

The Strategic Risk Register supports the development and review of the Council's Strategic Plan.

SCOPE

The Strategic Risk Register covers corporate risks relating to the Central Coast Council.

The Register has been compiled from data sourced through:

- Consultation with key stakeholders;
- Reviews of the Council's identified operational risks;
- Completion of strength weakness, opportunity and threat (SWOT) analysis;
- Validating against known categories/types of strategic risks;
- Researching risks of comparative local government bodies.

STANDARD

The Risk Register is based on the requirements of Australian Standard AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines.

REVIEW

This Register is to be reviewed as required by the Senior Leadership Team, and at least annually as part of the Management Review process.

RESPONSIBILITIES

The General Manager, Directors and Group Leaders are responsible for ensuring that:

- Strategic risks are identified and assessed;
- Treatment options are prioritised and implemented;
- Actions are assigned; and
- Performance is monitored and reviewed.

The Director Organisational Services is responsible for:

- Providing professional advice and support with regard to strategic risk identification, risk assessment and risk treatment;
- Entering Strategic Risks into the Council's Interplan System; and
- Presenting reports to the Risk Management Committee, Audit Panel and the Senior Leadership Team as required.

RISK ASSESSMENT MATRIX

The following risk assessment matrix has been applied to each identified risk. This risk assessment matrix can be found in the Risk Management Policy

Likelihood		Consequence	*Insignificant*	*Minor*	*Moderate*	*Major*	*Catastrophic*
			A	*B*	*C*	*D*	*E*
	1	*Almost Certain*	**Moderate**	**High**	**High**	**Very High**	**Very High**
	2	*Likely*	**Moderate**	**Moderate**	**High**	**High**	**Very High**
	3	*Possible*	**Low**	**Moderate**	**Moderate**	**High**	**High**
	4	*Unlikely*	**Low**	**Low**	**Moderate**	**Moderate**	**High**
	5	*Rare*	**Low**	**Low**	**Low**	**Moderate**	**Moderate**

RELATED DOCUMENTS

1 Risk Management Policy

Sandra Ayton
GENERAL MANAGER

The identified Strategic Risk Categories are:

- **Strategic Risk 1: Personnel**
  Failure to attract and retain a skilled and competent workforce.

- **Strategic Risk 2: Community**
  Failure to develop and maintain a positive relationship with the community.

- **Strategic Risk 3: Work Health and Safety**
  Failure to maintain a safe and healthy workplace and safe systems of work.

- **Strategic Risk 4: Change**
  Failure to plan and prepare for change.

- **Strategic Risk 5: Infrastructure**
  Failure to plan for, develop and maintain a sustainable infrastructure.

- **Strategic Risk 6: Compliance and Liability**
  Failure to comply with legislative and other requirements.

- **Strategic Risk 7: Finance**
  Failure to plan for and manage the Council's finances.

- **Strategic Risk 8: Environment**
  Failure to prepare and plan for environmental risk.

- **Strategic Risk 9: Municipal Emergency**
  Failure to be prepared for a Municipal Emergency and Recovery.

- **Strategic Risk 10: Data, records and systems**
  Failure to maintain and protect data and record systems.

Risk Assessment
Controls: Effective (E) Adequate (A) Improvement Required (I) Not effective (N)
Residual Risk: Low (L) Moderate (M) High (H) Very high (V)

Staff Abbreviations: GM – General Manager, DIS – Director Infrastructure Services, DCS – Director Community Services, DOS – Director Organisational Services, HRO – Human Resource Officer, AGL – Assets Group Leader, CSGL – Corporate Services Group Leader

Where there are no further actions that can be applied to the risk, the risk is said to be accepted. At each review of the risk register this is considered as new actions may now be appropriate.

Strategic Risk 1: Personnel

Failure to attract and retain a skilled and competent workforce

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
1.1 Failure to manage human resource requirements in a market that is not providing the necessary labour force	. Inability to recruit resulting in loss of, or delay in services . Failure to compete in the market as an 'employer of choice' . Poor retention of staff . Increased financial cost of recruiting	High	. Enterprise Agreement . Supportive organisational values and culture . Competitive remuneration . Human Resource recruitment strategies . 'Employer of choice' strategies developed . Cultural Survey	Low	Cultural Change Project – Review PES and it's use	HRO	Jun 19	
1.2 Lack of workforce planning in the face of an ageing workforce and changing demographics of staff	. Loss of continuity and services . Loss of knowledge, skills and experience	Moderate	. Leadership & Staff Development Programs . Succession planning . Flexible working arrangements . Phased in Retirement Policy	Low	Cultural Change Project – Conduct a Workforce Planning Review focusing on Knowledge Management	HRO	Jun 19	
1.3 Ineffective management of employee performance	. Non-compliance and exposure to liability claims . Poor Service Delivery . Reputational loss . Poor staff culture	High	. Annual Performance reviews . Effective day-to -day management . Performance Management Plans as required . Performance Management training. . Regular structured staff meetings with issues documented . Cultural Plan	Moderate	Cultural Change Project – Review PES and it's use	HRO	Jun 19	

1.4 Failure to address pressures of: . increased workloads . conflict . political pressure	. Dysfunction, inefficiency and loss of productivity . Negative impact on morale . Development of poor culture . Increased stress and Workers Compensation claims	Moderate	. Health and Wellbeing Policy and Program . Flexible work practices . Training . Employee Assistance Program . Conflict Resolution Strategy . Workplace pressures addressed during Performance Reviews	Low	Cultural Change Project – Develop a Communication & Engagement Plan	DOS	Jun 19	
1.5 Failure to address discriminatory behaviour	. Negative impact on morale . Development of poor culture . Complaints to external bodies . Legal Action . Damage to Council reputation	High	. Employees Code of Conduct . Induction process . Performance Management Process . EEO Training . Contact officers	Low				Yes

Strategic Risk 2: Community

Failure to develop and maintain a positive relationship with the community

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
2.1 Inadequate awareness and understanding of community requirements by the Council	. Lack of engagement with the community . Poor decision making . Negative financial impact . Poor public image and reputation . Uninformed financial Planning	High	. Communication policies and procedures . Community satisfaction surveys . Service planning . Strategic Framework for Settlement and Investment . Increased availability of personnel to community groups . Strategic Plan process . Long Term Financial Plan . Toolkit to identify when projects require community consultation and to what extent. . Project briefs which include community engagement . Use of Social Media	Moderate				Yes
2.2 Lack of community understanding of the Council's role and responsibilities	. Lack of community trust . Conflict between Council and community . Unrealistic community expectations . Lack of Community awareness	Moderate	. Communication and Engagement Policy . Annual plan and reporting . E-newsletter . Social Media . Mayors column . Council's internet site	Low				Yes

2.3 Loss of, or reduction in, key services due to: . lack of funding . skills shortage . ineffective tendering, contract management . legislative services	. Community disadvantaged . Loss of community support . Poor Council image and reputation . Legal Action	High	. Policies and procedures . Service Level Agreements . State Government legislation and Policy decisions . Project management approach . Knowledge and skills gap analysis . Long Term Financial Plan . Workforce Plan	Moderate	Review Fleet Service Level Review Building Services Level	DIS DCS	Jun 19 Mar 19	
2.4 Failure to effectively manage media and public relations	. Poor reputation and image . Negative impact on staff . Community unrest and conflict	Moderate	. Staff Training . Social Media Policy . Established reporting protocol between GM/Mayor/Council . Communication and Engagement Policy . Training . Communication Framework	Moderate				Yes

Strategic Risk 3: Work Health and Safety

Failure to maintain a safe and healthy workplace and safe systems of work

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
3.1 Inadequate or ineffective WHS management systems resulting in unsafe acts and conditions	. Death, injury or illness . Non-compliance with legislative requirements . Damage to image and reputation . Increased costs and insurance premiums . Loss of AS4801 Certification	Very High	. Documented WHS management system . Independent audit and Certification to AS4801 . Incident / hazard assessments . Continual improvement of WHS Management System . WHS requirements in all Position Descriptions . WHS part of Works Performance Reviews . 2012 Work Health and Safety Act & regulations . Codes of Practice	Moderate				Yes
3.2 Lack of WHS commitment by management and staff	. Non-compliance with Policies and Procedures . Damage to Council's reputation . Negative impact on staff morale . Legal Action . Increase in preventable accidents and injuries	High	. Induction and training . Policies and Procedures . WHS Committee meetings . WHS an Agenda item at OLT, Team and toolbox meetings with documented minutes retained . Internal audit program . Annual SLT/OLT WHS management meetings and development of annual strategies	Low				Yes

3.3 Unsafe plant, equipment and substances	. Death, injury or illness . Environmental harm . Non-compliance and prosecution . Damage to image and reputation	Very High	. Policies and procedures . Incident, hazard reporting . Training . SWMS/Risk assessments . Pre-purchase assessments . Resource allocation . Regular maintenance schedules . Daily pre-start maintenance checks	Moderate				Yes
3.4 Ineffective injury management and return to work process	. Delay in accessing appropriate injury treatment and negative impact on return to work . Damage to Council's reputation . Increase in Workers Compensation premium . Scrutiny from regulator (WorkSafe Tasmania) . Legal Action	High	. Injury Management Policy . RTW Coordinator role . WHS Management Review process . Training . Claims monitoring and review . Annual Review of practices . Rehabilitation Provider	Low				Yes

3.5 Failure to manage contractor work health and safety compliance	. Non-compliance with legislative requirements . Unsafe acts and conditions . Damage to public and private infrastructure	High	. Policies and procedures with review dates . Assigned roles and responsibilities to Council Officers . Contractor assessment prior to procurement . Annual review of Contractor Register and Preferred Suppliers . Contractor Induction	Moderate	Review of Contract management system	DOS	Jun 19	
3.6 Failure to support employee life, family and work balance	. Negative impact on health . Stress and lowered morale . Poor staff retention . Team dysfunction	Moderate	. Enterprise Agreement . Health and Wellbeing Program . Strategic HR Plan	Low				Yes
3.7 Sub-standard security conditions and practices	. Assault arising from breach of security . Property damage and loss . Negative impact on staff morale	Moderate	. Duress response alarm . Security monitoring and alarm . Updated Cash Handling procedure . Changes to security within administration centre	Low	Review of existing security arrangements for all cash sites	DOS	Mar19	
3.8 Conflict situations between staff and members of public	. Stress and lowered staff morale . Potential assault	Moderate	. Code of Conduct (staff) . Employee Assistance Program (EAP) . Customer Service Training	Low				Yes

Strategic Risk 4: Change

Failure to plan and prepare for change

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
4.1 Impact of globalisation and competition	. Failure to compete for scarce resources and skills . Failure to maintain current best practice . Financial Loss . Lack of local suppliers and support . Loss of major employer	Moderate	. Maintaining awareness of current issues . Recruitment and Retention Strategy . Professional Development . Strategic HR Plan . Advocacy	Moderate				Yes
4.2 Failure to maintain the discipline required for strategic direction	. Loss of strategic direction . Potential for increase in political intervention . Poor staff retention . Low public image	High	. Performance planning . Experienced Senior Leadership Team . Professional development . 2014 – 2024 Strategic Plan . Performance Reporting Framework . 10 Year Financial Plan . Annual Planning Process	Moderate				Yes
4.3 Failure to address issues associated with potential for Council amalgamations	. Increased employee uncertainty and retention . Loss of morale and reduction in productivity . Community concern . Loss of community identity	High	. Communication Strategy . Member of LGAT . Regional networks . Cradle Coast Authority . Sustainability Action Plan . Strong Financial Position . Business Improvement Program	Moderate	Investigate resource sharing opportunities	GM	Dec 19	

4.4 Failure to address the risks associated with lack of population growth.	. Revenue growth limited . Decline in financial prospects for the community	Moderate	. Maintaining awareness of current trends . Sustainability Action Plan . Long Term Financial Plan . Population Growth Strategy . Cradle Coast Regional Land Use Strategy	Low				Yes

Strategic Risk 5: Infrastructure

Failure to plan for, develop and maintain a sustainable infrastructure

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
5.1 Failure to capitalise on an infrastructure that has capacity for growth	. Reduced revenue . Negative public image . Lost development opportunities	Moderate	. Strategic Framework for Settlement and Investment . Asset management planning . Strategic Plan 2014-2024 . Strategic Financial Plan . Annual Plans	Low				Yes
5.2 Systems inadequate for effective management of infrastructure assets	. Failure of infrastructure assets due to lack of maintenance . Inefficient work practices	Moderate	. Asset Management Plan . Staff knowledge and experience . Asset Management Strategy and Policy . Building and Facilities Process Review	Low				Yes
5.3 Financial constraints on infrastructure asset management	. Reduced ability to provide services . Failure of infrastructure assets due to lack of maintenance . Assets that don't meet community expectations	Moderate	. Strategic Financial Plan . Whole of life costings as a pre-requisite before investment in new assets . Continuous Improvement Program . Investigate other income sources to supplement asset renewal and upgrading	Low				Yes
5.4 Failure to address an ageing infrastructure	. Higher maintenance and replacement cost to future generations . Assets that don't meet community expectations	Moderate	. Maintenance program/s . Strategic Financial Plan . Asset Management Strategy and Policy . Asset Management Plan	Low	Determine maintenance and renewal requirements	AGL	Jun 19	

5.5 Failure to address rationalisation of assets and facilities	. Higher cost of maintenance . Reduction in asset / facility usability levels . Increased risk and liability . Capital resources tied up in unproductive assets . Assets that don't meet community expectations	High	. Asset Management Plan . Monitoring of existing asset investment and performance of all infrastructure assets . Recreation Grounds Review . Review Councils assets to identify assets that are surplus to Councils anticipated future needs for disposal. . Continuous Improvement Program	Moderate				Yes
5.6 Loss of, or damage to, infrastructure through fire, flood or external parties	. Disruption to services . Breakdown of community networks	High	. Emergency Plan . Audit program . Security Audit . Insured risk . Disaster Recovery Plan	Moderate	Develop Business Continuity Policy	DOS	Jun 19	

Strategic Risk 6: Compliance and Liability

Failure to comply with legislative and other requirements

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
6.1 Council employees not complying with statutory requirements	. Breach of Statutes . Council Liability . Loss of staff through disciplinary action, termination . Reputational Damage	High	. Reporting procedures . Auditing process . Performance management . Staff induction . Training . Access to legal advice . Staff Delegations . Legal Advice Register . Recruitment of qualified staff . Staff Delegations & Authorisations	Moderate	Develop an internal audit program to test compliance with regulations Review Staff Induction Program	DOS HRO	Jun 19 Jun 19	
6.2 Council employees providing incorrect advice to Council	. Unlawful and/or inappropriate decisions . Potential appeal and/ or litigation costs . Reputational harm	High	. Council Reports reviewed by SLT . Distribution of Gazette . Access to legal advice . Staff induction . Training . Recruitment of qualified staff	Moderate				Yes
6.3 Political decisions made against professional advice	. Breach of statutes . Council liability . Poor decision making . Employee stress, low morale . Reputational harm	High	. Councillor Code of Conduct . Councillor workshops . Qualified advice . Councillor induction program	Moderate				Yes

6.4 Breach of policy or procedure by Council employees resulting in: . inappropriate data disclosure . incorrect advice	. Breach of privacy, confidentiality . Liability negligence (non-feasance, malfeasance) . Reputational harm and loss of confidence in the Council	High	. Staff Induction . Training . Policies and procedures . Skilled and experienced staff . Performance management . Information security and access	Moderate				Yes
6.5 Failure to provide or maintain safe infrastructure	. Death, injury or illness . Council liability . Reputational harm . Infrastructure damage and loss	Very High	. Asset Management Plan . Maintenance program . Auditing . OHWS Plans and Controls . Customer Request System	Moderate	Develop an inspection program for high risk assets	AGL	Jun 19	
6.6 Incorrect advice provided to Council by consultant	. Unlawful and/or inappropriate decisions . Potential appeal and/ or litigation costs . Reputational harm	High	. Due diligence in consultant selection process . Project manage consultants . Insured risk . Purchasing and Procurement Policy . Contracts and Tendering Code	Moderate	Develop a Consultant Selection and Management Policy	DOS	Jun 19	

Strategic Risk 7: Finance

Failure to plan for and manage the Council's finances

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
7.1 Revenue raising inadequate resulting in an over reliance on rates/ sustainability	. Financially unsustainable . Loss of, or reduction in services . Job losses	High	. Sustainability Action Plan . Monitoring of key financial indicators . Long Term Financial Plan . Management of grant opportunities and applications by OLT	Moderate				Yes
7.2 Inadequate, or ineffective budgeting process	. Damage to image and public relations . Government intervention . Inefficient allocation of Council's cash resources	High	. Documented budget process . Business case for significant proposed projects . Business case for changes to service levels . Long Term Financial Plan	Low	Review of budget process	DOS	Feb 19	
7.3 Lack of controls, or controls inadequate for effective financial management	. Financial loss . Fraud . Harm to image and loss of public confidence	Very High	. Financial management system . Auditing process . Audit Panel . Policies and procedures . Skilled personnel . Dual authorisations . Separation of duties . Financial Delegations . Monthly Finance Report reviewed by OLT	Low	Investigate internal Audit program	DOS	Jun 19	

7.4 Systems ineffective for managing tenders and contractors	. Substandard performance or breach of contract by Contractor . Harm to image and loss of public confidence . Financial loss . Fraud	Very High	. Tender and Contractor Policy and procedures . Audit Panel review . Staff induction	Low	Review Contract Management System Investigate training opportunities in Project Management	DOS DOS	Jun 19 Jun 19	
7.5 Inadequate insurance cover against potential loss	. Exposure to financial loss	Moderate	. Insurance Policy	Low				Yes
7.6 Lack of security for cash on premises	. Hold up . Theft, misappropriation . Employee injury and stress	High	. Retail Security 2 key safe . Relevant staff trained in process . Security Services daily cash collection . Duress button	Low	Review of existing security arrangements for all cash sites	DOS	Mar 19	

Strategic Risk 8: Environment

Failure to prepare and plan for environmental risk

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
8.1 Failure to plan for the impacts of climate change	. Poor planning decisions . Assets damage over time . Increased cost of service . Council liability	High	. Planning scheme . Staff training . Membership of Local Government Association of Tasmania (LGAT) . Strategic Plan . Climate Change Action Plan . Monitoring of Planet Footprint program . Controls applied through Emergency Risk Register	Moderate	Climate Change Action plan to be reviewed and updated with new actions and KPI's.	DIS	Jun 19	
8.2 Failure to develop, implement and effectively resource environmental strategies and controls	. Environmental harm . Reactive solutions to environmental issues . Financial loss . Negative public perception	Moderate	. Local, Regional and State partnerships . Environmental Policy . Seek funding and alternate sources of revenue where appropriate to implement programs	Moderate				Yes
8.3 Failure to effectively carry out the compliance role.	. Statutory non-compliance and liability . Reputational harm and loss of public confidence . Health and safety impacts on community	Moderate	. Skilled and knowledgeable staff . Policies and procedures . Internal Audit Program	Moderate				Yes

8.4 Failure to manage the Council's environmental performance	. Loss of amenity and disruption to the provision of key services . Statutory non-compliance . Reputational harm and loss of public confidence	Moderate	. Policies and procedures . Annual report . Staff training . Environmental KPIs	Moderate				Yes

Strategic Risk 9: Municipal Emergency

Failure to be prepared for a Municipal Emergency and Recovery

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
9.1 Failure to plan and be prepared for emergency events: . flood . wildfire . landslip . coastal erosion	. Statutory non-compliance	Moderate	. Mersey Leven Emergency Management Plan . Mersey Leven Emergency Management Committee . Mersey Leven Emergency Risk Register . Central Coast Council Social Recovery Plan . Business continuity plans	Low	Establish a Central Coast Council Emergency Management Committee Develop a Central Coast Council Emergency Management Manual and associated subplans Train staff in specific emergency management roles and general awareness Develop and implement a program of emergency exercises	DIS DIS DIS DIS	Jun 19 Jun 19 Aug 19 Nov 19	
9.2 Inability to respond to a municipal emergency event	. Statutory non-compliance . Loss of life and property damage . Disruption of essential services . Loss of public confidence	Moderate	. Mersey Leven Emergency Management Plan . Council support of SES unit . Central Coast Emergency Operational Team (CCEMOT)	Low	Develop a Central Coast Council Emergency Management Manual Train staff in specific emergency management roles and general awareness Develop and implement a program of emergency exercises	DIS DIS DIS	Jun 19 Aug 19 Nov 19	

9.3 Failure to manage the risk of infrastructure failure . Bridge collapse . Road washout . Landslip	. Loss of life . Loss of essential communications, access and service delivery . Emergency response capability inhibited	High	. Asset renewal . Management practices . Programmed infrastructure maintenance . Manage capital works for flood and landslip mitigation	Low				Yes
9.4 Failure to plan for a pandemic	. Inability to maintain essential Council services.	Moderate	. Pandemic Influenza State Special Emergency Management Plan . Appointed Environmental Health Officer . Business continuity plans	Moderate				Yes
9.5 Failure to plan for recovery in the event of an emergency	. Statutory non-compliance . Loss of community confidence		. CCEMOT . Social Recovery Officers appointed . Central Coast Council Social Recovery Plan . State Recovery State Special Emergency Management Plan	Low	Appoint a Municipal Recovery Coordinator Develop Municipal Recovery Plan (subplan to EM Manual) Train staff in recovery roles	DIS DIS DIS	Jun 19 Jun 19 Aug 19	

Strategic Risk 10: Data, records and systems

Failure to provide information technology systems and controls and to secure records

Cause	Consequence	Initial Risk	Controls	Residual Risk	Further actions	Who	When	Accept Risk
10.1 Computer system breakdown	. Inability to access data, records and systems . Disruption to service provision	High	. Partnership with suppliers . Backup procedures and data security . Planned hardware and software replacement policy . IT Disaster Recovery Plan	Moderate				Yes
10.2 Fire resulting from an accident or malicious damage	. Damage to, or loss of records . Loss of business continuity . Non-compliance with statutory requirements . Property damage	Moderate	. Building security . Manual records kept off site . IT Disaster Recovery Plan . Back-up data on cloud	Moderate	Develop Business Continuity Policy	DOS	Jun 19	
10.3 Failure of data security measures	. Unauthorised access to programs and data . Data held for ransom . Non-compliance with statutory requirements . Harm to reputation and public confidence . Significant financial risk	High	. IT security systems . HR Personnel Files and Records Policy . Electronic Records Management System . Email archive system . Cyber insurance . Cyber Risk Training	Moderate	Review Back-up procedures Investigate blockchain technology	CSGL CSGL	Mar 19 Jun 19	

10.4 Information Technology systems inadequate or ineffective	. Sub-standard service provision . Ineffective project management . Inability to make accurate decisions	High	. Trained staff . Monitor and review information technology systems . Implement upgrades . Implementation Project Plans . ICT Governance Committee	Moderate				Yes
10.5 Unauthorised use of copyright material	. Breach of copyright resulting in legal action against Council . Financial loss arising from damages claims . Loss of reputation from adverse publicity	Moderate	. Trained Staff . Review of documents before being put into the public domain . Security Procedures	Low				Yes
10.6 Improper use of social media	. Unauthorised information/opinion published on social media . Incorrect information published on social media . Loss of reputation	High	. Policies and procedures	High				Yes