

Strategic risk event	Primary risk category	Secondary risk category	Ancillary risk category	Causes	Consequence description (initial)	Inherent risk rating	Control	Control effectiveness	Risk treatment action	Due date
Change										
Addition										
Non-compliance with Council's governance obligations under the Local Government Act 1995	Legislative compliance	Reputation/image	Financial	Lack of resources and capability to deliver	Adverse findings by integrity bodies	High	Mandatory elected member training	Substantially effective	Develop ongoing governance training program for staff Investigate system that integrates risk, audit and compliance responsibilities and reporting	30-Jun-22
				Lack of appropriate and ongoing training	Public censure of the Council		Compliance calendar	Partially effective		31-Dec-22
				Low understanding of obligations	Dismissal of the Council		Reg 17 review on legislative compliance Compliance Audit	Partially effective		
				Lack of expert knowledge	Dismissal of staff		Return	Partially effective		
				Unaware of changes to legislation	Reputational damage		Internal audit program	Partially effective		
					Financial loss		Financial interest register	Partially effective		
					Individual legal consequences		Elected member induction program	Partially effective		
							Elected member monthly training program	Partially effective		
							WALGA membership for governance advice	Partially effective		
							Legal advice register	Partially effective		
							Meeting Procedures	Partially effective		
							Local Law 2019	Partially effective		
							Integrated Planning and Reporting	Partially effective		
							Steering Group	Partially effective		
							Audit and Risk Committee	Partially effective		
							Chief Executive Officer Recruitment and Performance Review Committee	Partially effective		
							Accountability and Decision-making Framework	Partially effective		
							Policy 004 - Risk management	Partially effective		
							Policy 005 - Acting Chief Executive Officer	Partially effective		
							Policy 006 - Gratuity payments for employees	Partially effective		
							Policy 011 - Elections	Partially effective		

Policy 021 - Fees, expenses and allowances - Elected members and ICMs	Partially effective
Policy 022 - Elected member professional development	Partially effective
Policy 023 - Provision of information and services - Elected members	Partially effective
Policy 024 - Event attendance	Partially effective
Policy 026 - Complaints Policy for Council members, Committee members and candidates	Partially effective
Delegations register	Partially effective

Failure to meet the infrastructure needs of future growth requirements	Reputation/image	Financial	Service delivery	Medium	Lack of long-term planning for infrastructure	Community dissatisfaction	Masterplans	Partially effective	Review Social Infrastructure Strategy	30-Jun-22
					Lack of long-term planning for funding infrastructure needs	Reputational damage	Long-Term Financial Plan reviewed annually	Substantially effective	Review Long-Term Financial Plan in line with adopted strategies	30-Jun-22
					Lack of delivery of future infrastructure	Disincentive for people coming to the Town	Asset management plans reviewed annually	Substantially effective	Link adopted strategies to strategic asset planning	30-Jun-22
					Population forecasts not realised	Disintegration of the social fabric of the community	Strategic Community Plan reviewed every two years	Partially effective	Implement strategic asset management plan recommendations	30-Jun-22
					Lack of resources and capability to deliver	Environmental and property damage	Corporate Business Plan reviewed annually	Partially effective	Review Local Planning Strategy	31-Dec-21
					Lack of long-term political commitment	Financial impact	Town Planning Scheme	Partially effective	Develop funding strategy	30-Sep-22
					Lack of funding and available budget	Negative impact on public health and wellbeing	Workforce Plan reviewed annually	Partially effective	Deliver Planning Reform Program	30-Jun-27
						Impact on property prices (increase or decrease)	Annual budget	Substantially effective		
						Disincentive for people to invest in the Town	Urban Forest Strategy and Implementation Plan	Partially effective		
						Internal competition that doesn't take into account needs of community	Public Open Space Strategy integrated	Partially effective		
							Network Strategy	Partially effective		
							Belmont Park Structure Plan	Substantially effective		
		Burswood Lakes Structure Plan	Substantially effective							
		Lathlain Park Management Plan	Substantially effective							

Failure to maintain a sustainable long-term financial position	Financial	Service delivery	Reputation	Lack of adequate planning for future maintenance and renewal/replacement of assets	Inability to fund renewal of assets and resulting deterioration of assets leading to decline in community satisfaction	High	Long-Term Financial Plan reviewed annually	Partially effective	Review purpose of Strategic Asset Advisory Group and implement improvements	31-Dec-21
							Asset management plans reviewed annually	Partially effective	Investigate opportunities for revenue diversification to reduce reliance on rates	30-Jun-22
							Asset valuations undertaken every five years	Substantially effective	Expenditure review process to maximise use of existing funds while maintaining level of service delivery	30-Jun-22
							Major asset condition assessments in line with audit standards	Substantially effective	Develop annual process to review data from benchmarking survey to inform actions	30-Jun-22
							Renewal program of infrastructure assets	Partially effective	Educate elected members on financial concepts and principles as part of annual budget process	31-May-22
							Strategic Community Plan reviewed every two years	Partially effective	Improve Long-Term Financial Plan	30-Jun-22
							Budget workshops held with elected members to develop annual budgets	Partially effective	Develop funding strategy	30-Sep-22
							Asset management system	Partially effective		
							Strategic Asset Advisory Group	Partially effective		
							Investment program	Partially effective		
							Financial reserves	Partially effective		
							Policy 305 - Loan borrowing limitations	Partially effective		

Loss of ratepayer base and associated revenue	Financial	Service delivery	Reputation	Forced amalgamation or boundary change	Disruption to service delivery	Medium	Place leaders in all areas of the Town Community	Partially effective	Complete MoU for South-East Corridor Alliance	30-Jun-22
				Dissatisfaction with the Town as a governing body by constituents	Loss of community identity		perception survey undertaken every two years	Partially effective	Develop Advocacy Strategy	30-Jun-22
				Dissatisfaction with the Town's provision of services by constituents	Reputational damage		Inner Perth Assembly Memorandum of Understanding	Partially effective	Develop plan to communicate value for money	30-Jun-22
				Lack of association with the Town's place identity	Negative impact on financial sustainability		Local Government Performance Excellence Program benchmarking	Partially effective	Develop plan to educate the community about the role of local government	30-Jun-22
				Perception of there not being value for money	Distrust		Provisions in Local Government Act 1995 and associated regulations	Partially effective		
							Regular meetings with neighbouring local government Chief Executive Officers	Partially effective		
							Regular meetings with State Government politicians	Partially effective		
							Burswood Alliance Steering Committee	Partially effective		
							Invest Vic Park prospectus	Partially effective		
							South-East Corridor Alliance	Partially effective		
		Inner City Group	Partially effective							

Failure to take action to reduce impact on climate change	Environmental	Reputation	Financial	High	Lack of leadership on climate change	Council not seen as a leader in mitigating climate change	Planning framework and state building regulations	Partially effective	Implement actions from Climate Emergency Plan	30-Jun-30
					Lack of planning to mitigate the impacts of climate change	Lack of impact on climate change	Public Open Space Strategy	Partially effective	Include funding for Climate Emergency Plan actions in Long-Term Financial Plan	30-Jun-22
					Lack of funding and resources to undertake climate change actions	Financial impact	Local Planning Strategy	Partially effective	Review service delivery model and resourcing including consideration of employing a Sustainability Officer	30-Oct-21
					Lack of community support	Damage to reputation	Integrated Movement Network Strategy	Partially effective	Introduce recycling stations throughout the Town for items not permitted in yellow top bins	31-Dec-22
							Capital budgets focussed on environmental sustainability initiatives	Partially effective	Review planning policies in line with Climate Emergency Plan	30-Jun-23
					Strategic Community Plan structured on four pillars of sustainability	Climate Emergency Plan	Strategic Community Plan	Partially effective	Review Town Planning Scheme	30-Jun-23
							Climate Emergency Plan	Partially effective	Deliver Urban Forest Program	30-Jun-24
					Environment Plan	Partially effective	Develop Waste Strategy Implementation Plan	30-Jun-23		
					Strategic Waste Management Plan	Partially effective	Develop impact reporting on climate change	30-Jun-23		
					Strategic Community Plan	Partially effective	Deliver Public Open Space Program	30-Jun-27		
					Fleet Management Plan	Partially effective	Complete review of IMNS and PMP	31-Dec-21		
					Urban Forest Program	Substantially effective	(Transport Strategy) Complete Local Planning Strategy	31-Dec-21		
					Policy 261 - Sustainable events	Partially effective				
Policy 260 - Single-use Plastic and Polystyrene	Partially effective									

Failure to detect and prevent occurrences of fraud and corruption	Financial	Reputation	Legislative compliance	Lack of appropriate processes and systems to detect and prevent fraud and corruption	Damage to Council and the Town's reputation	High	Annual external audits of financial statements	Substantially effective	Implement actions from integrity, fraud and corruption internal audit	30-Jun-22
				Poor culture	Financial loss		Oversight of Audit and Risk Committee	Substantially effective	Develop fraud and corruption management framework	30-Jun-23
				Lack of integrity	Adverse findings by integrity bodies		Annual minor policy review of related policies	Substantially effective	Review Audit and Risk Committee's terms of reference	28-Feb-22
				Lack of appropriate policies and procedures	Public censure of the Council		Monthly internal purchasing audits	Substantially effective	Complete sponsorship internal audit	30-Jun-22
				Lack of audits	Dismissal of the Council		Monthly reporting of schedule of accounts to Council	Partially effective	Complete employment process internal audit	30-Jun-22
				Lack of capability and accountability	Dismissal of staff		Monthly reporting of financial statements to Council	Partially effective	Complete misuse of assets and resources internal audit	30-Jun-22
				Lack of security	Law breach		Supplier listing	Partially effective	Develop program for regular integrity training	30-Jun-22
				Lack of checks and controls	Loss of portable attractive assets and equipment		Segregation of duties relating to purchasing and financial management in place	Substantially effective	Develop program for regular procurement training	31-Jul-22
							Financial management system and related processes	Partially effective	Develop management practice for ongoing corporate training program	30-Jun-22
							Staff code of conduct in place	Partially effective	Complete review of induction and re-induction process	30-Jun-22
							Elected member code of conduct in place	Partially effective		
							Delegations approved by Council and publicly available	Partially effective		
							Annual review of delegations	Partially effective		
		Independent members appointed to Audit and Risk Committee	Partially effective							
		Policy 116 - Sponsorship	Partially effective							
		Policy 117 - Business grants	Partially effective							
		Policy 301 - Purchasing	Partially effective							
		Policy 302 - Investment	Partially effective							

Policy 304 - Disposal
of Surplus Assets Partially effective

Policy 306 - Business
dealings with elected
members and
employees Partially effective

Policy 312 -
Transaction card Partially effective

Payroll checks Partially effective

Internal audit plan Partially effective

Credit card
management practice Partially effective

Store card
management practice Partially effective

Investments
management practice Partially effective

Eftsure bank
verification software Substantially
effective

Purchasing
management practice Partially effective

Failure to maintain and protect data and information technology systems	Infrastructure/ICT systems/utilities	Reputation		Extreme	Cyber attack	Loss of information	Backup of ToVP Information Systems procedure	Substantially effective	Create program of penetration testing	31-Mar-22
					Staff misconduct	Data and privacy breaches	Network security system that monitors and controls incoming network traffic based on security rules	Partially effective	Develop vulnerability management process Review strategic risk management related to cyber and information security	31-Mar-22
					Elected member misconduct	Fraudulent transactions	Centralised records management system	Partially effective	Review operational risk management related to cyber and information security	30-Nov-21
					Server failure	Loss of access to operational systems	Code of Conduct for staff and elected members	Partially effective	Review operational risk management related to cyber and information security	30-Nov-21
					Network failure	Increase in reactionary workload Loss of trust in	Active threat protection on desktops and servers	Substantially effective	Complete audit of cloud services in use to ensure all are in Australian hosted locations	30-Apr-22
					Issues with third party cloud service providers	administration's ability to operate effectively	HRP010 Internet Email Procedure		Review and revise cyber security strategy	31-Mar-22
					Issues with contractors	Inability to provide services to the community			Implement cyber security strategy	30-Sep-22
									Review HR policies relating to cyber security	30-Jun-22
									Develop internal cyber and information security awareness program Implement process to identify when Town email addresses are included in data breaches	30-Jun-22 31-Dec-22
									Develop cyber security incident response plan Develop centralised cyber security incident register	31-Mar-22 31-Mar-22
				Review and revise Disaster Recovery Plan Review and revise cyber security-related content of Business Continuity Plan	30-Apr-22 30-Nov-21					
				Develop and maintain ICT-related onboarding and offboarding procedure	31-Mar-22					

Failure to plan and prepare for emergencies and recovery	Service delivery	Financial	Environment Reputation Health and safety	Natural disaster	Widespread infrastructure damage	High	Crisis Management Group	Partially effective	Review Business Continuity Plan	31-Dec-21		
				Pandemic	Loss of life		Business Continuity Group Local Emergency Management Arrangements	Partially effective	Develop contemporary Emergency Management Plan	31-Dec-21		
				Power loss	Disruption to services		Business Continuity Plan	Partially effective	Develop scenario planning	31-Dec-22		
				Political instability	Reputation damage			Partially effective				
				Plane crash	Impact on mental wellbeing		Vaccination program	Partially effective				
				Terrorist attack	Negative impact on local economy		Working from Home Management Practice	Partially effective				
				Significant crime event	Negative unforeseen impact on Town budget		COVID-19 intranet page and information	Partially effective				
Views of community unable to influence decision-making	Reputation	Service delivery	Legislative compliance	Lack of trust	Council not confident that recommendations are supported by community	High	Policy 103 - Communication and Engagement	Partially effective	Review Policy 103 - Communication and Engagement to set and manage elected member expectations for volume and effort based on IAP2 spectrum	31-Aug-22		
							Negative past experiences	Community outrage	Practice 103.1 - Communication and Engagement LPP37 - Community Consultation on Planning Proposals	Partially effective		
							Communication channel preferences	Decisions not reflective of community views		Partially effective		
							Level of interest Language barriers Time available to participate Level of ability	Missed opportunities	Your Thoughts online engagement platform	Partially effective		

Failure to attract and retain a skilled workforce	Service delivery	Reputation	Legislative compliance	Success of other industries	Decline in level of service to community	High	Workforce Plan	Partially effective	Review career branding/value proposition	31-Dec-22
				Amount of budget made available for remuneration	Corporate deliverables unable to be met		Provisions of Enterprise Agreement	Partially effective	Develop diversity action plan	30-Jun-22
				Negative reputation in local government sector Available facilities and physical working environment	Legislative timeframes unable to be met		Staff engagement program - open door conversations, coffee with the boss, monthly all staff meetings	Partially effective		
					Innovation and improvement not possible Adverse impact on wellbeing		Staff Engagement Group	Partially effective		
							Culture Club Leadership Competency Training Program	Partially effective		
Negative media exposure	Reputation	Service delivery		Unclear communication	Negative public perception	High	Policy 103 - Communication and Engagement	Partially effective	Include social media training in documented staff corporate training program	30-Jun-22
				Promotion of individual views	Increased workload to rectify		Practice 103.1 - Communication and Engagement	Partially effective	Deliver media and social media training for elected members	30-Nov-21
				Opinions of journalists	Project delays		Provisions of Local Government Act 1995 HRP048 Social Media Policy	Partially effective	Investigate ability to control negative individual opinions in public	30-Jun-22
				Industry backlash Lack of trust in local government Lack of relationships with media	Loss of funding		Elected Member Code of Conduct	Partially effective		
					Negative relationships		Staff Code of Conduct Elected member training program	Partially effective		
Variation in economic activity impacting delivery of infrastructure	Service delivery	Financial	Reputation	Changes in geopolitical landscape	Project delays or can't begin	High	Project Management Framework	Partially effective	Monitor inclusion of risk mitigation in project plans	30-Jun-22
				Changes in international trade partners and agreements	Increase in budget variances		Project management templates	Partially effective		
				Changes in tariffs and taxes	Materials not being available					
				Changes in Federal and State government policies						

Increased community expectations on local government to address crime and anti-social behaviour	Reputation				High	Perception of increase in crime due to media	Low level of community satisfaction	Safer Neighbourhoods Plan	Substantially effective	Review Safer Neighbourhoods Plan	30-Jun-22
						Level of service provided by other levels of government	Residents leave community	Homelessness Policy and Implementation Plan	Partially effective	Develop Events Strategy	30-Jun-22
						Role of local government not clear	Negative reputation	Inner City Working Group focus Belmont–	Partially effective	Develop Community Development Strategy	30-Jun-22
						Role of State and Federal government not clear	Emphasis on delivery of programs that may not solve the problem	Vic Park Emergency Relief Network	Partially effective	Review IMNS (Transport Strategy)	31-Dec-21
						Levels of service provided by other local governments	Broadening of role of local government	Membership on District Leadership Group	Partially effective	Develop CPTED planning policy	30-Jun-23
						Increased perception of homelessness	Decrease in community wellbeing	Community funding program	Partially effective		
						Insufficient resources for prevention	Increase in active participation/citizenship	State CPTED Policy	Partially effective		
Changes in working relationships with key community, government and/or commercial stakeholders	Service delivery	Financial	Reputation		High	Relationships between individuals	Negative media	Relationship Management Strategy	Partially effective	Implement Relationship Management Strategy	30-Jun-23
						Dissatisfaction with decisions made	Less grant funding				
						Misalignment with strategies and policies	Less opportunities for promotion				
							Businesses and community groups leave community				
Failure to maintain a constructive organisational culture	Service delivery	Health and safety	Reputation		High	Individual actions and personalities	Staff turnover	Cultural Optimisation Strategy	Partially effective	Review cultural optimisation strategy	30-Jun-22
						Workload pressures	Poor perception of culture in local government sector			Roll out results of OCI/OEI survey	31-Dec-21
						Lack of accountability and management of accountabilities	Unable to attract talent			Facilitate action planning against OCI/OEI survey results	31-Dec-21

State Government initiatives misaligned with community aspirations	Reputation			High	Relationship Management Strategy	Partially effective	Develop plan to educate the community about the role of local government	30-Jun-22
Supply chain disruptions leading to project delays	Service delivery	Financial	Reputation	High	Procurement Plan Policy 301 - Purchasing Practice 301.1 - Purchasing	Partially effective Partially effective Partially effective	Develop Advocacy Strategy	30-Jun-22
			Lack of community engagement					
			Available budget Political pressures					
			Material shortages					
			Trade arrangements					
			Freight delays					